Manitoba Finance

Supplementary Information for Legislative Review

2004-2005 Departmental Expenditure Estimates

Manitoba

104-04904/

DEPARTMENT OF FINANCE

SUPPLEMENTARY INFORMATION FOR LEGISLATIVE REVIEW

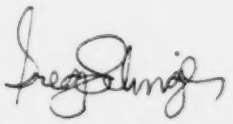
2004-2005 EXPENDITURE ESTIMATES

PREFACE

This document has been produced by the Department of Finance and is intended to provide additional background information on the department which should complement the information contained in the 2004 Manitoba Estimates of Expenditure for the fiscal year ending March 31, 2005.

The contents of this supplement are organized into six parts. The first part provides an overview of the Department of Finance's 2004-2005 estimates of expenditure. The second part provides program and financial information including details of staffing requirements and expenditures. The information in part two is organized on the basis of existing main appropriations for easy cross-reference to the 2004 Manitoba Estimates of Expenditure. Part three provides historical information while part four provides information related to the Department's Capital Investment. Part five is an overview of Special Operating Agencies: Vital Statistics Agency, Manitoba Securities Commission, The Property Registry and Companies Office. Part six provides a standard glossary of terms.

This document has been developed to assist Members of the Legislature in the review of the 2004 Manitoba Estimates of Expenditure. It is hoped that it will provide meaningful additional information and that it will meet the needs of the users of the information. I welcome feedback as to the usefulness of this supplementary information.



Honourable Greg Selinger
Minister of Finance

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PART 1

DEPARTMENTAL OVERVIEW

DEPARTMENT OF FINANCE

MINISTER

Honourable Greg Selinger

DEPUTY MINISTER

J. P. Gannon

BACKGROUND

The Department of Finance was formed in 1969. Prior to that year, the Comptroller-General and the Treasury functioned as two separate departments under The Treasury Act. In 1969, the Comptroller-General became the Provincial Auditor operating under The Provincial Auditor's Act and Treasury became the Department of Finance operating under The Financial Administration Act. In 2002, the Department of Consumer and Corporate Affairs became a division under the Department of Finance.

RESPONSIBILITIES

The Minister of Finance is Chair of Treasury Board and, through the department, manages and administers the Consolidated Fund and directs the financial affairs of the Province. The overall responsibilities of the Minister and the department include:

- providing policy direction on matters relating to financial management and administration;
- analyzing and appraising the economic situation and prospects in Manitoba in cooperation with other ministries as appropriate;
- advising on fiscal and other economic policies and measures;
- managing the requirements of the Province within appropriate fiscal policies, by action related to expenditures, lending, taxation, borrowing and cash management;
- advising on policies relating to Federal-Provincial fiscal and economic relations;
- representing the Province in negotiations and participating in meetings related to finance, taxation and economic development;
- maintaining the Provincial accounting and financial reporting systems; and
- fostering business and consumer confidence in the marketplace and administering a regulatory framework that contributes to a competitive Manitoba economy.

The department's programs and services are budgeted under eleven main appropriations: Administration and Finance, Treasury, Comptroller, Taxation, Federal-Provincial Relations and Research, Insurance and Risk Management, Treasury Board Secretariat, Consumer and Corporate Affairs, Costs Related to Capital Assets, Net Tax Credit Payments and Public Debt (Statutory). Additional information on each of these main appropriations is included in the section entitled Part 2, Program and Financial Information. In addition to these programs and services, information on the department's Capital Investment and Special Operating Agencies are presented in sections entitled Part 4, Capital Investment and Part 5, Special Operating Agencies respectively.

SCHEDULE 1

STATUTORY RESPONSIBILITIES OF THE MINISTER OF FINANCE

	Continuing Consolidation Chapter
The Balanced Budget, Debt Repayment and Taxpayer Accountability Act	B 5
The Business Names Registration Act	B 110
The Business Practices Act	B120
The Cemeteries Act	C 30
The Title to Certain Lands Act (R.S.M. 1990, c. 259)	-
The Change of Name Act	C 50
The Charities Endorsement Act	C 60
The Commodity Futures Act	C 152
The Condominium Act	C 170
The Consumer Protection Act	C 200
The Cooperatives Act	C 223
The Corporations Act	C 225
The Corporation Capital Tax Act	C 226
The Credit Unions and Caisses Populaires Act	C 301
The Crown Corporations Public Review and Accountability Act	C 336
The Electronic Commerce and Information Act (Part 5)	E 55
The Embalmers and Funeral Directors Act	E 70
The Energy Rate Stabilization Act	E 115
The Manitoba Evidence Act (Parts II and III)	E 150
The Financial Administration Act	F 55
The Fire Insurance Reserve Fund Act	F 70
The Fiscal Stabilization Fund Act	F 85
The Manitoba Foundation Act	F 155
The Prearranged Funeral Services Act	F 200
The Gasoline Tax Act	G 40
The Health and Post Secondary Education Tax Levy Act	H 24
The Professional Home Economists Act	H 70
The Hospital Capital Financing Authority Act	H 125
The Housing and Renewal Corporation Act [clause 44(k)]	H 160
The Hudson's Bay Company Land Register Act	H 170
The Income Tax Act (except sections 7.5 to 7.10)	I 10
The Insurance Act	I 40
The Insurance Corporations Tax Act	I 50
The Manitoba Investment Pool Authority Act	I 100
The Landlord and Tenant Act	L 70
The Life Leases Act	L 130
The Marriage Act	M 50
The Manitoba Hydro Act	H 190
The Mining Claim Tax Act	M 165
The Mining Tax Act	M 195
The Mortgage Act (Part III)	M 200
The Mortgage Dealers Act	M 210
The Motive Fuel Tax Act	M 220

SCHEDULE 1

STATUTORY RESPONSIBILITIES OF THE MINISTER OF FINANCE

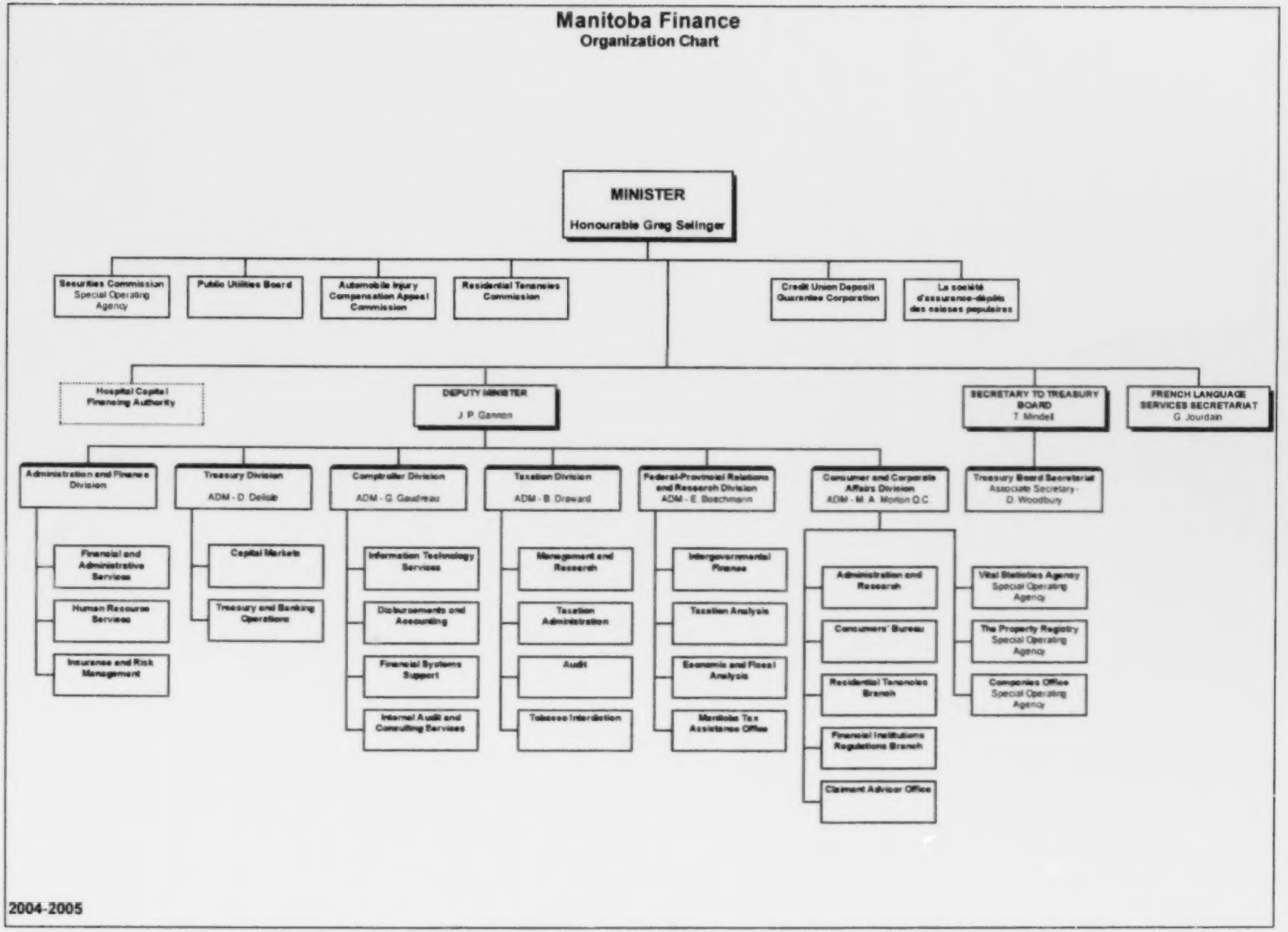
	Continuing Consolidation Chapter
The Pari-Mutuel Levy Act	P12
The Partnership Act	P 30
The Personal Investigations Act	P 34
The Personal Property Security Act	P 35
The Property Tax and Insulation Assistance Act (Parts I to IV and Part V.1, and section 1 and Part VI as they relate to subjects covered under Parts I to IV and Part V.1)	P 143
The Public Officers Act	P 230
The Public Utilities Board Act	P 280
The Public Sector Compensation Disclosure Act (S.M. 1996, c. 60)	P 265
The Real Estate Brokers Act	R 20
The Real Property Act	R 30
The Registry Act	R 50
The Religious Societies' Lands Act	R 70
The Residential Tenancies Act	R 119
The Retail Sales Tax Act	R 130
The Revenue Act	R 150
The Succession Duty Act (S.M. 1988-89, c. 42)	-
The Securities Act	S 50
The Special Survey Act	S 190
The Suitors' Moneys Act	S 220
The Surveys Act (Part I)	S 240
The Tax Appeals Commission Act	T 3
The Provincial - Municipal Tax Sharing Act	T 5
The Tobacco Tax Act	T 80
The Trade Practices Inquiry Act	T 110
The Vital Statistics Act	V 60

and:

Bedding, Upholstered and Stuffed Articles Regulation (Manitoba Regulation 333/88R) under The Public Health Act

Per Schedule "J" Order-in-Council 395/2003 and the Continuing Consolidation of the Statutes of Manitoba

Manitoba Finance
Organization Chart



2004-2005

CHART 1

SCHEDULE 2

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY
BY MAIN APPROPRIATION

	Estimates of Expenditure 2004/2005 $(000s)	Change From 2003/2004 %	Estimates of Expenditure 2003/2004 $(000s)*
1. Administration and Finance	**1,996.1**	(0.5)	2,006.1
2. Treasury	**1,686.5**	(1.9)	1,719.0
3. Comptroller	**6,420.3**	1.1	6,352.0
4. Taxation	**15,329.4**	(4.3)	16,024.9
5. Federal-Provincial Relations and Research	**2,620.7**	(0.7)	2,638.7
6. Insurance and Risk Management	**385.4**	(1.5)	391.3
7. Treasury Board Secretariat	**5,296.0**	(3.4)	5,484.7
8. Consumer and Corporate Affairs	**10,232.7**	7.0	9,563.5
9. Costs Related to Capital Assets	**4,220.1**	4.7	4,031.5
10. Net Tax Credit Payments	**49,733.2**	(2.7)	51,102.1
11. Public Debt (Statutory)	**238,681.5**	(12.0)	271,136.6
TOTAL APPROPRIATIONS FOR FINANCE	**336,601.9**	(9.1)	370,450.4
CAPITAL INVESTMENT - General Assets (See Part 4 for details)	**700.0**	45.8	480.0

*** Reconciliation Statement**
$(000s)

Printed Estimates of Expenditure 2003/2004	429,416.6
Allocation of funds from:	
- Enabling Appropriations re: 2003/2004 General Salary Increase	976.3
Allocation of funds to:	
- Energy, Science and Technology	(79.1)
Allocation of funds re: Public Debt to:	
- Conservation	(2,022.3)
- Transportation and Government Services	(54,092.0)
- Water Stewardship	(3,749.1)
Estimates of Expenditure 2003/2004 (Adjusted)	370,450.4

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF EXPENDITURES
BY OPERATING APPROPRIATIONS, NET TAX CREDIT PAYMENTS AND PUBIC DEBT
2004/2005

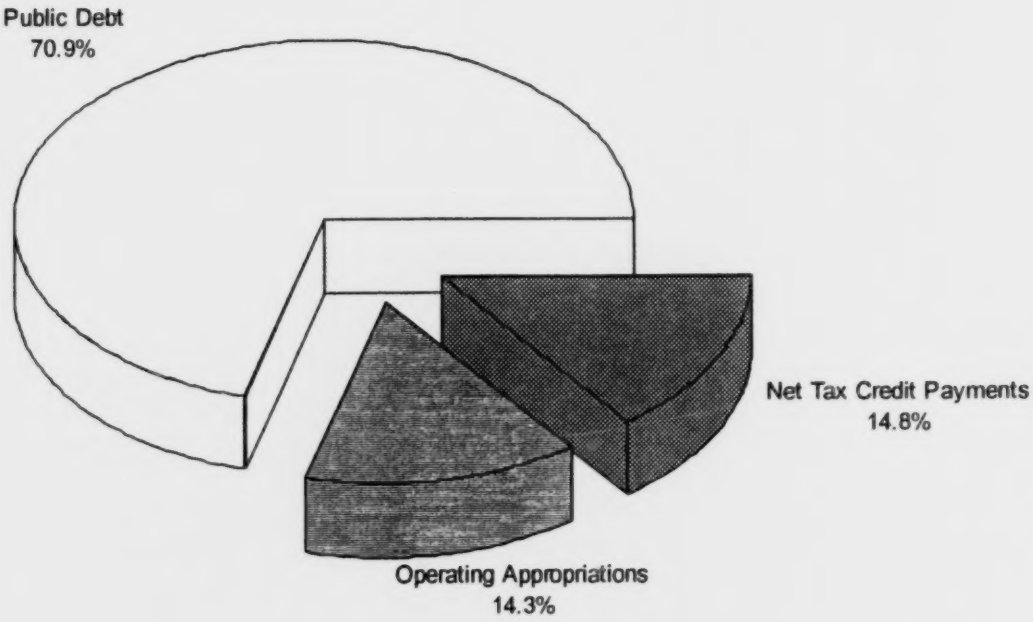
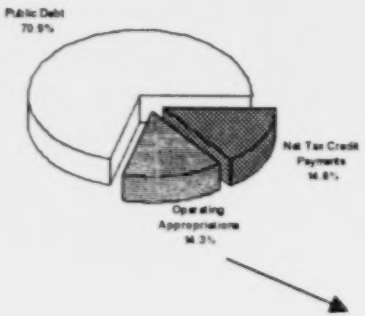


CHART 2



DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF EXPENDITURES
BY OPERATING APPROPRIATIONS
2004/2005

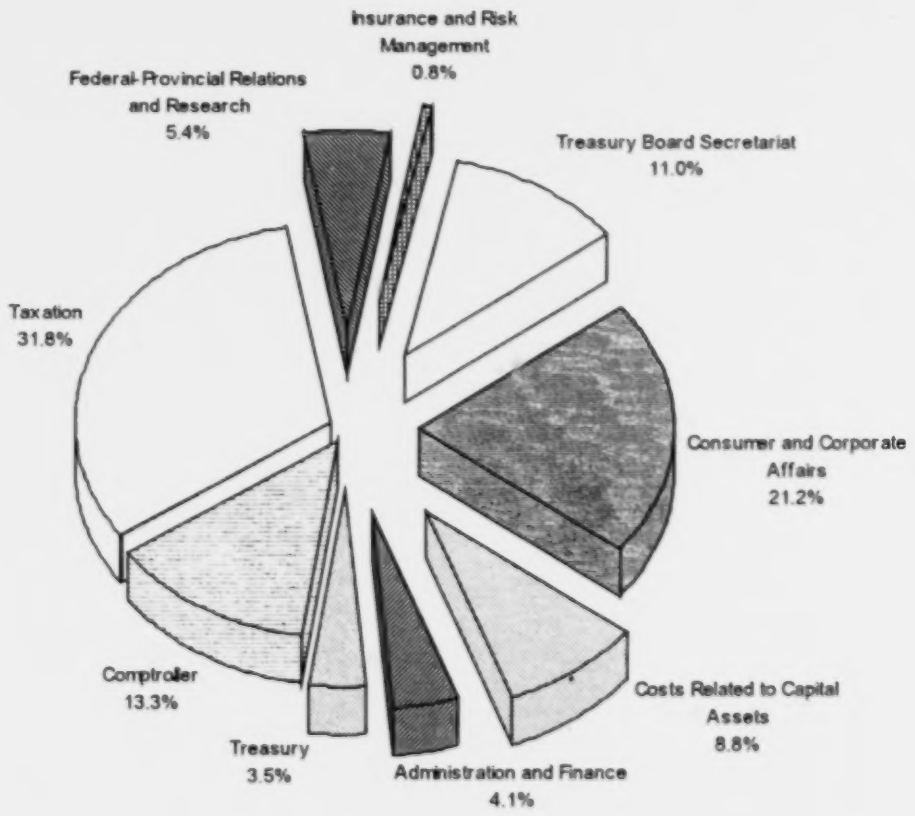


CHART 3

SCHEDULE 3

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY
BY SALARIES & EMPLOYEE BENEFITS, OTHER EXPENDITURES,
COSTS RELATED TO CAPITAL ASSETS, NET TAX CREDIT PAYMENTS AND PUBLIC DEBT

ELEMENT	ESTIMATES OF EXPENDITURE 2004/2005 $(000s)		ESTIMATES OF EXPENDITURE 2003/2004 $(000s)	
SALARIES AND EMPLOYEE BENEFITS (Details on Schedules 4 and 5)		33,343.9		33,359.5
OTHER EXPENDITURES	14,344.1		13,897.6	
(Less: Recoverable from Other Appropriations)	(3,859.6)	10,484.5	(3,190.6)	10,707.0
GRANTS		138.7		113.7
COSTS RELATED TO CAPITAL ASSETS		4,220.1		4,031.5
TOTAL OPERATING APPROPRIATIONS		48,187.2		48,211.7
NET TAX CREDIT PAYMENTS	232,397.3		230,652.3	
(Less: Recoverable from Other Appropriations)	(182,664.1)	49,733.2	(179,550.2)	51,102.1
PUBLIC DEBT (Statutory)		238,681.5		271,136.6
TOTAL		336,601.9		370,450.4

SCHEDULE 4

DEPARTMENT OF FINANCE
STAFFING AND SALARY SUMMARY
BY APPROPRIATION/SUB-APPROPRIATION

APPROP. NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2004/2005 $(000's) FTEs	SALARIES	ESTIMATES OF EXPENDITURE 2003/2004 $(000's) FTEs	SALARIES
7-1	**ADMINISTRATION AND FINANCE**				
(a)	Minister's Salary	1.00	29.4	1.00	29.0
(b)	Executive Support	7.00	422.8	7.00	447.5
(c)	Financial and Administrative Services	6.00	323.6	6.00	339.6
(e)	French Language Services Secretariat	10.00	325.4	10.00	312.0
(f)	Human Resource Services	9.00	522.8	9.00	507.3
	TOTAL	33.00	1,624.0	33.00	1,635.4
7-2	**TREASURY**				
(a)	Administration	2.00	116.2	2.00	111.4
(b)	Capital Markets	9.00	536.6	9.00	536.5
(c)	Treasury and Banking Operations	14.00	774.9	14.00	812.3
	TOTAL	25.00	1,427.7	25.00	1,460.2
7-3	**COMPTROLLER**				
(a)	Comptroller's Office	2.00	155.2	2.00	151.3
(b)	Information Technology Services	6.85	503.7	6.85	496.0
(c)	Disbursements and Accounting	39.00	2,185.1	39.00	2,064.5
(d)	Financial Systems Support	13.00	1,023.1	13.00	975.1
(e)	Internal Audit and Consulting Services	24.50	1,731.6	27.50	1,860.2
	TOTAL	85.35	5,598.7	88.35	5,547.1
7-4	**TAXATION**				
(a)	Management and Research	19.50	1,254.0	19.50	1,247.2
(b)	Taxation Administration	75.00	3,317.8	74.42	3,259.0
(c)	Audit	90.00	5,463.0	92.00	5,783.5
(d)	Tobacco Interdiction	10.00	650.4	10.00	605.7
	TOTAL	194.50	10,685.2	195.92	10,895.4

SCHEDULE 4

DEPARTMENT OF FINANCE
STAFFING AND SALARY SUMMARY
BY APPROPRIATION/SUB-APPROPRIATION

APPROP. NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2004/2005 $(000's) FTEs	SALARIES	ESTIMATES OF EXPENDITURE 2003/2004 $(000's) FTEs	SALARIES
7-5	FEDERAL-PROVINCIAL RELATIONS AND RESEARCH				
(a)	Economic and Federal-Provincial Research	21.25	1,599.2	21.25	1,520.4
(b)	Manitoba Tax Assistance Office	8.00	291.5	8.00	380.7
	TOTAL	29.25	1,890.7	29.25	1,901.1
7-6	INSURANCE AND RISK MANAGEMENT				
(a)	Insurance and Risk Management	5.20	326.7	5.20	332.8
	TOTAL	5.20	326.7	5.20	332.8
7-7	TREASURY BOARD SECRETARIAT				
(a)	Treasury Board Secretariat	62.00	4,486.2	66.00	4,620.3
	TOTAL	62.00	4,486.2	66.00	4,620.3
7-8	CONSUMER AND CORPORATE AFFAIRS				
(a)	Administration and Research	16.78	954.7	17.78	904.2
(b)	Consumers' Bureau	18.50	944.7	18.50	948.7
(c)	Residential Tenancies Branch	55.50	2,913.8	55.50	2,836.3
(d)	Financial Institutions Regulations Branch	11.50	752.4	11.50	707.6
(e)	Claimant Advisor Office – Automobile Injury Compensation Appeals	4.00	116.3	4.00	114.3
(f)	Automobile Injury Compensation Appeal Commission	9.00	653.7	6.00	454.5
(g)	Residential Tenancies Commission	4.50	463.5	4.50	454.5
(h)	Public Utilities Board	7.23	505.6	7.23	547.1
	TOTAL	127.01	7,304.7	125.01	6,967.2
7	TOTAL FOR DEPARTMENT OF FINANCE	561.31	33,343.9	567.73	33,359.5

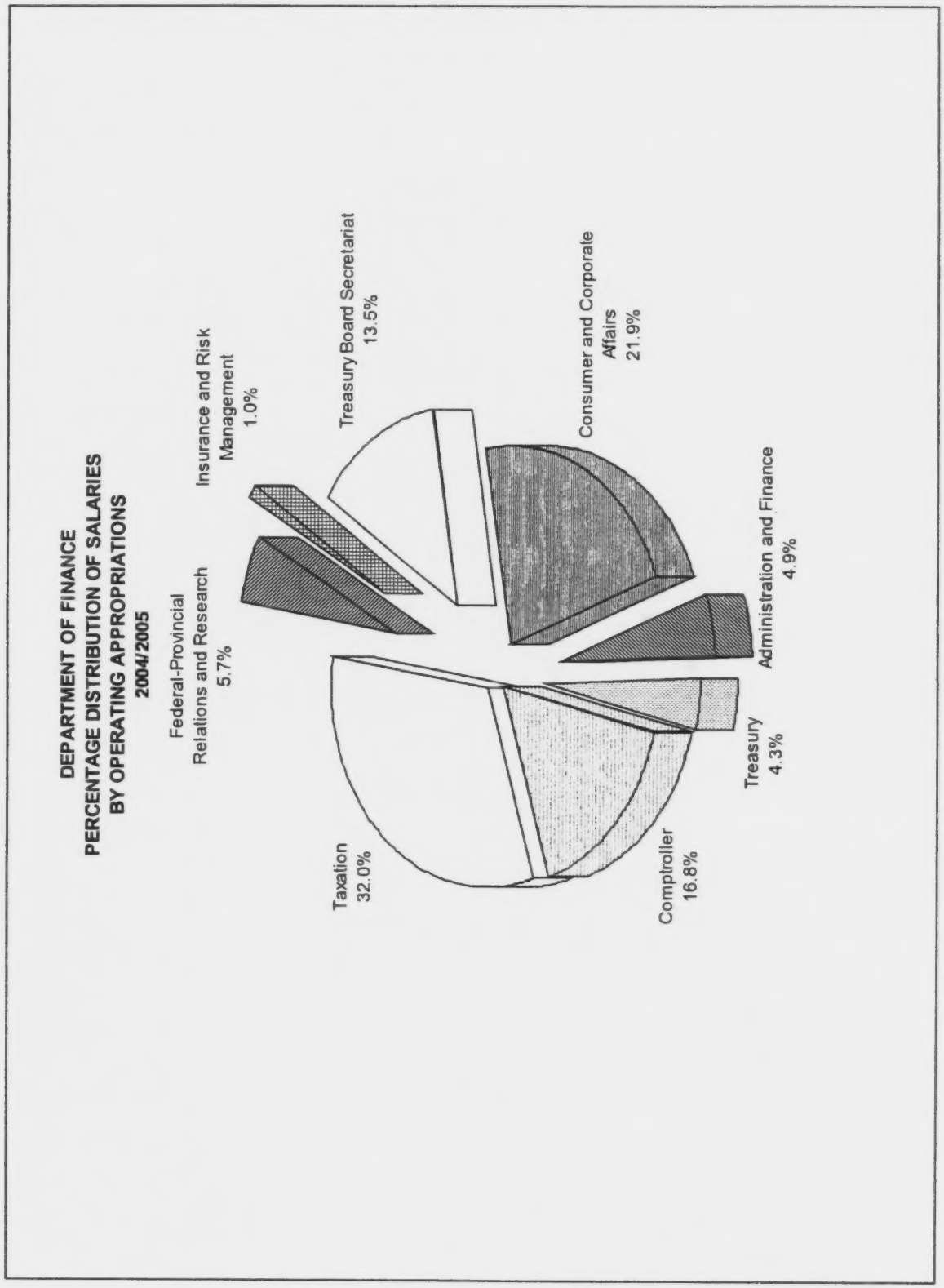
NOTE: The salary estimate of $33,343.9 is net of $231.8 transferred to the Canada-Manitoba Enabling Vote related to French Language Services Secretariat and with the exception of the Minister's Salary, includes employee benefits as defined in the glossary.

Staff positions are measured as Full Time Equivalents (FTEs).

DEPARTMENT OF FINANCE
2004/2005 STAFFING AND SALARY SUMMARY
BY POSITION CATEGORY

MAIN-APPROPRIATOIN	MANAGERIAL		PROFESSIONAL/ TECHNICAL		ADMINISTRATIVE SUPPORT		TOTAL	
	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)
ADMINISTRATION AND FINANCE	5.00	418.7	13.00	701.9	15.00	561.2	33.00	1,681.8
TREASURY	4.00	353.5	14.00	682.9	7.00	273.9	25.00	1,310.3
COMPTROLLER	7.00	597.5	59.85	3,772.2	18.50	750.5	85.35	5,120.2
TAXATION	7.00	616.8	112.50	6,050.1	75.00	2,984.4	194.50	9,651.3
FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	5.00	429.0	14.25	960.7	10.00	334.5	29.25	1,724.2
INSURANCE AND RISK MANAGEMENT	1.00	79.1	3.00	174.4	1.20	42.9	5.20	296.4
TREASURY BOARD SECRETARIAT	10.00	965.9	39.00	2,697.1	13.00	508.6	62.00	4,171.6
CONSUMER AND CORPORATE AFFAIRS	16.00	1,355.7	50.00	2,679.4	61.01	2,196.1	127.01	6,231.2
TOTAL	55.00	4,816.2	305.60	17,718.7	200.71	7,652.1	561.31	30,187.0

Reconciliation to Schedules 3 and 4 (Salary Costs) :	
Salary Costs per above	30,187.0
Employee Benefits	3,243.1
Other Costs and Benefits	503.4
Staff Turnover	(357.8)
Transferred to the Canada-Manitoba Enabling Vote	(231.8)
Salary Costs per Schedules 3 & 4	33,343.9


DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF SALARIES
BY OPERATING APPROPRIATIONS
2004/2005
Federal-Provincial Relations and Research 5.7%
Insurance and Risk Management 1.0%
Treasury Board Secretariat 13.5%
Consumer and Corporate Affairs 21.9%
Administration and Finance 4.9%
Treasury 4.3%
Comptroller 16.8%
Taxation 32.0%

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF STAFF POSITIONS
BY OPERATING APPROPRIATIONS
2004/2005

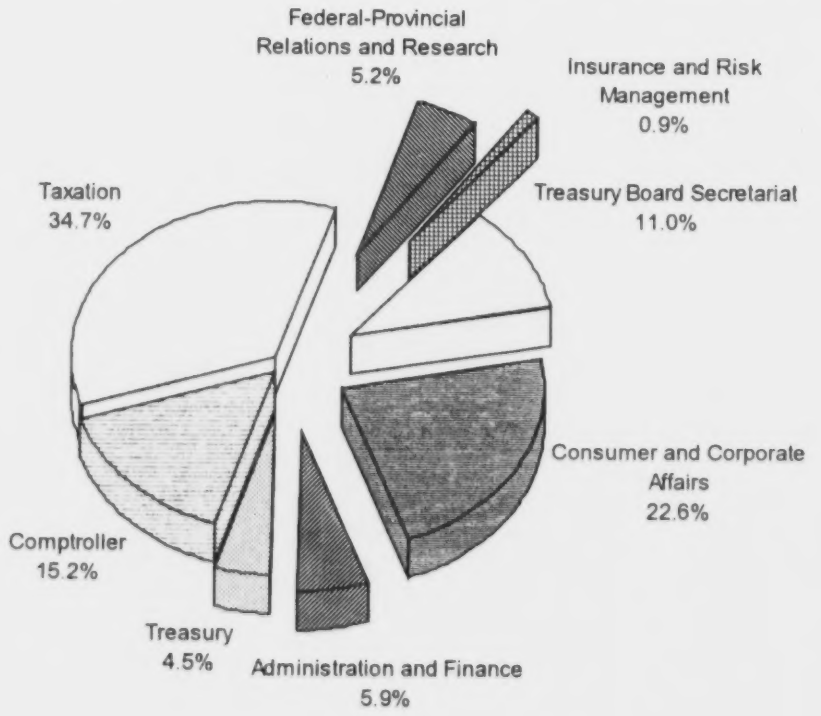


CHART 5

PART 2

PROGRAM AND FINANCIAL INFORMATION

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
7.1	1.	ADMINISTRATION AND FINANCE	**1,996.1**	2,006.1
		- Provides direction, coordination and control of department programs and advises on government fiscal policy.		
		- Provides financial and administrative support services to the department.		
		- Provides managers and staff of the department with human resource management programs and services.		
		- *French Language Services Secretariat:* Provides advice to the government on matters relating to the French Language Services Policy and guidance to government departments and administrative bodies on the implementation of the policy and on the development of government services in the French language.		
		(a) Minister's Salary	**29.4**	29.0
		(b) Executive Support	**513.5**	532.2
		(c) Financial and Administrative Services	**394.5**	410.2
		(d) Tax Appeal Commission	**19.1**	19.0
		(e) French Language Services Secretariat	**427.5**	369.1
		(f) Human Resource Services	**612.1**	646.6
			1,996.1	2,006.1

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1a

MINISTER'S SALARY

OBJECTIVES

To provide for the additional compensation to which an individual appointed to the Executive Council is entitled.

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES				
Managerial	**1.00**	**29.4**	1.00	29.0

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1b

EXECUTIVE SUPPORT

OBJECTIVES

To provide effective leadership for departmental activities consistent with government policy objectives.

ACTIVITY IDENTIFICATION

Provides the Minister with policy and program advice on all matters related to the department.

Coordinates and supports the delivery of programs to meet the policy objectives of government.

Provides policy direction for incorporation in department plans and ensures the development of effective management practices throughout the department.

Provides administrative support for the offices of the Minister and Deputy Minister.

EXPECTED RESULTS

Effective and efficient operation of the Department of Finance as reflected in the results of each division.

Delivery of effective and efficient administrative support services to the offices of the Minister and Deputy Minister.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1b
EXECUTIVE SUPPORT

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**137.2**	1.00	133.8
Professional/Technical	**2.00**	**104.1**	2.00	100.0
Administrative Support	**4.00**	**143.7**	4.00	173.8
Employee Benefits		**37.8**		39.9
Total Salaries and Employee Benefits	**7.00**	**422.8**	7.00	447.5
OTHER EXPENDITURES				
Transportation		**32.8**		26.8
Communications		**28.3**		28.3
Supplies and Services		**15.9**		15.9
Other Operating		**13.7**		13.7
Total Other Expenditures		**90.7**		84.7
TOTAL SUB-APPROPRIATION		**513.5**		532.2

SUB-APPROPRIATION 07-1c

FINANCIAL AND ADMINISTRATIVE SERVICES

OBJECTIVES

To ensure appropriate management of, and accountability for the department's resources. This encompasses the development and implementation of departmental financial and administrative policies, processes and practices; compliance with government legislation, policies and procedures; providing accounting and administrative services to the department; and providing analytical and consultative support services to the department's operating divisions.

ACTIVITY IDENTIFICATION

Plans, organizes and evaluates departmental accounting and financial management activities including financial reporting, expenditure and revenue processing and appropriation control.

Advises executive management on a timely basis regarding emerging financial and program management issues.

Coordinates and supports the development of the department's annual estimates, quarterly financial forecasts and related reports, and the Annual Report.

Supports departmental management through the provision of analytical, consultative and evaluative advice on financial proposals and ongoing operations.

Coordinates the department's requests for office accommodation, telecommunication services and government vehicles, and administers the department's parking program.

Coordinates the department's records management program, including applications made under the Freedom of Information and Protection of Privacy Act.

EXPECTED RESULTS

A controllership function that is responsive to the financial management and administrative requirements of the department and government.

Strong fiscal management, accountability and control over departmental financial resources.

Timely financial reporting of departmental expenditures and revenues.

Identification of existing or emerging financial and program management issues.

The provision of timely and accurate decision-making information to the departmental executive.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1c
FINANCIAL AND ADMINISTRATIVE SERVICES

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	84.8	1.00	77.0
Professional/Technical	3.00	136.7	3.00	163.8
Administrative Support	2.00	70.8	2.00	65.8
Employee Benefits		31.3		33.0
Total Salaries and Employee Benefits	6.00	323.6	6.00	339.6
OTHER EXPENDITURES				
Communications		9.4		9.4
Supplies and Services		33.1		32.8
- Office Space Rental	21.9		21.6	
- Other	11.2		11.2	
Minor Capital		0.5		0.5
Other Operating		27.9		27.9
- Desktop and other Computer Services	17.1		17.1	
- Other	10.8		10.8	
Total Other Expenditures		70.9		70.6
TOTAL SUB-APPROPRIATION		394.5		410.2

SUB-APPROPRIATION 07-1d

TAX APPEAL COMMISSION

OBJECTIVES

To provide the taxpayers of Manitoba with a fair and independent appeals process for assessments under The Retail Sales Tax Act, The Corporation Capital Tax Act, The Health and Post Secondary Education Tax Levy Act and The Mining Tax Act in order to maintain taxpayers' confidence in the integrity of the tax system as a result of applying the rules under the Acts uniformly and consistently.

ACTIVITY IDENTIFICATION

Provides rulings for taxpayers on appeals of tax assessments independent from the taxation officials who issued the assessment.

EXPECTED RESULTS

Public confidence in a fair, objective tax appeals process.

Resolution of taxpayer appeals.

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
OTHER EXPENDITURES				
Supplies and Services	-	19.1	-	19.0

SUB-APPROPRIATION 07-1e

FRENCH LANGUAGE SERVICES SECRETARIAT

OBJECTIVES

To carry out its mandate as described in the Manitoba French Language Services (FLS) Policy:

"The implementation of this policy is guided and monitored by the French Language Services Secretariat, whose mandate applies to all the administrative bodies covered by this policy. In fulfilling its mandate, the French Language Services Secretariat seeks and facilitates the implementation of this policy in a manner consistent with the concept of active offer and makes recommendations to that effect."

ACTIVITY IDENTIFICATION

Determine, with the Federal Government, projects to be funded under the Canada-Manitoba General Agreement on the Promotion of Official Languages.

Act on the recommendations approved by Cabinet and resulting from the review of the FLS Policy by Judge Richard Chartier.

Facilitate, guide and monitor all designated administrative body activity concerning FLS.

Coordinate French language training initiatives for provincial government employees.

Participate in activities of the Ministerial Conference on Francophone Affairs and the network of Government Officials responsible for Francophone Affairs.

Participate, with the Minister responsible for FLS, in the international Francophone Summit.

Maintain day-to-day liaison with the Franco-Manitoban community and representatives to share information and ideas on specific issues and develop practical solutions and strategies.

Deal with representations or complaints from the public about French language services.

Provide assistance to the designated administrative bodies in developing strategies to meet the objectives of the FLS Policy, especially regarding written, oral and electronic communications with the general public and in promotional activities regarding access to FLS.

Coordinate implementation of the cooperation agreements entered into with the governments of Quebec, New Brunswick and the Lower Rhine (Northern region of Alsace in France).

EXPECTED RESULTS

Continued development of bilingual service centres (BSC) in Ste. Anne, St. Laurent and South St. Vital, as outlined in the Chartier Report.

Planning for a bilingual court facility in St. Boniface and establishment of a bilingual circuit court in St. Pierre.

Approval of projects funded under the Canada-Manitoba General Agreement on the Promotion of Official Languages.

Oversee the implementation of FLS Plans by the various administrative bodies covered by the FLS Policy and approved by the Minister responsible for FLS.

Enhanced provision of services in French, as per the FLS Plans, taking into account the Chartier Report Recommendations. Publication of the Report on French Language Services.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1e
FRENCH LANGUAGE SERVICES SECRETARIAT

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	88.2	1.00	83.6
Professional/Technical	4.00	236.2	4.00	227.2
Administrative Support	5.00	178.6	5.00	176.9
Employee Benefits		54.2		52.7
Total Salaries and Employee Benefits	10.00	557.2	10.00	540.4
Less: Transfer to Enabling Vote		(231.8)		(228.4)
Net Salaries and Employee Benefits	10.00	325.4	10.00	312.0
OTHER EXPENDITURES				
Transportation		12.5		12.5
Communications		100.6		90.6
Supplies and Services		430.9		430.2
Minor Capital		1.5		1.5
Other Operating		174.8		143.9
Total Other Expenditures		720.3		678.7
Less: Transfer to Enabling Vote		(618.2)		(621.6)
Net Other Expenditures		102.1 [1]		57.1
TOTAL SUB-APPROPRIATION		427.5		369.1

1. Provision for increased cooperation agreements with various jurisdictions including international bodies.

SUB-APPROPRIATION 07-1f

HUMAN RESOURCE SERVICES

OBJECTIVES

To provide consultative services in all areas of human resource management and to support the Occupational Health and Safety program through which these services will assist the department to recruit, retain, develop and reward knowledgeable staff in a positive and safe work environment and fulfill the department's vision and mission.

To provide payroll and benefit services for staff of the department.

ACTIVITY IDENTIFICATION

Provides professional expertise to the department in the areas of human resource planning, training and development, recruitment and selection, classification, labour relations, employee relations, and pay and benefits administration.

Represents the department in all human resource dealings with central/external agencies.

Coordinates and integrates departmental Employment Equity program and supports the Occupational Health and Safety program.

EXPECTED RESULTS

Recruitment and selection of staff to permanent and term vacancies under delegated staffing authority using current assessment techniques that accurately match position and applicant knowledge, skills and abilities.

Classification of positions under delegated and non-delegated authority to reflect appropriate and consistent classification within the department and throughout government.

Promotion of an employee relations environment that encourages early intervention and appropriate resolution of workplace issues.

Delivery of a comprehensive payroll and benefits service to all departmental staff.

Development and delivery of in-house training programs and educational assistance programs to enhance the knowledge, skills and abilities of individuals, the corporate culture of the department and to sustain the employment of department employees.

Provision of Occupational Health and Safety services to support the well-being and appropriate return to work of injured or ill employees and compliance with legislation.

Provision of Employment Equity Strategies to enhance the retention of designated employees.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1f
HUMAN RESOURCE SERVICES

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**79.1**	1.00	77.0
Professional/Technical	**4.00**	**224.9**	4.00	218.9
Administrative Support	**4.00**	**168.1**	4.00	162.5
Employee Benefits		**50.7**		48.9
Total Salaries and Employee Benefits	**9.00**	**522.8**	9.00	507.3
OTHER EXPENDITURES				
Transportation		**0.6**		1.6
Communications		**5.4**		8.8
Supplies and Services		**52.8**		88.6
Minor Capital		**0.0**		1.5
Other Operating		**30.5**		38.8
Total Other Expenditures		**89.3** [1]		139.3
TOTAL SUB-APPROPRIATION		**612.1**		646.6

1. Reduction is due to rationalization of general operating expenditures resulting in a one-time cost reduction.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
7.2	2.	TREASURY	**1,686.5**	1,719.0
		- Manages and administers the borrowing programs, cash resources and investment and debt activities of government.		
		- Manages and administers borrowing programs and investment activities on behalf of government agencies.		
		(a) Administration	**218.4**	213.6
		(b) Capital Markets	**602.0**	601.9
		(c) Treasury and Banking Operations	**866.1**	903.5
			1,686.5	1,719.0

TREASURY

SUB-APPROPRIATION 07-2a

ADMINISTRATION

OBJECTIVES

To advise the Minister and Deputy Minister on all policy and program matters related to world financial markets, the management, security and servicing of government sector money, debt and investments, and other issues related to the Treasury Division.

To coordinate and administer the activities of the Treasury Division so as to ensure that government policy objectives are met.

ACTIVITY IDENTIFICATION

Manages the activities of the Division.

Maintains close contact with the world financial community so as to be knowledgeable about the status of all markets relevant to the Province, and provides advice to the Minister and Deputy Minister respecting such markets.

Provides financial management and advisory services to government departments, agencies and investment funds.

Reviews policies, legislation and regulations, and recommends changes where necessary to achieve objectives.

Ensures that safeguards are in place to protect the financial assets of the Province.

Deals with technological and financial market complexities and risks through the operations of an Executive Management Committee, a Capital Markets Committee, a Credit Committee and an Information Technology Committee.

Ongoing customization and upgrading of an automated, integrated treasury management system to provide more efficient cash, investment and debt management reporting.

EXPECTED RESULTS

The best possible financial arrangements that minimize risk and cashflow requirements for the province, Crown corporations, government agencies, school boards, hospitals and municipalities.

Policies, legislation and regulations are sufficient for the needs of the government.

Investment returns are the maximum possible within acceptable risk parameters.

The Treasury Division will be effectively and efficiently managed and operated, and the expected results of the branches of the Treasury Division will be achieved.

TREASURY

SUB-APPROPRIATION 07 2a
ADMINISTRATION

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**105.5**	1.00	102.8
Administrative Support	**1.00**	**0.0**	1.00	0.0
Employee Benefits		**10.7**		10.4
	2.00	**116.2**	2.00	113.2
Less: Allowance for Staff Turnover		**0.0**		(1.8)
Total Salaries and Employee Benefits	**2.00**	**116.2**	2.00	111.4
OTHER EXPENDITURES				
Transportation		**4.4**		4.4
Communications		**5.1**		5.1
Supplies and Services		**40.3**		40.3
- Office Space Rental	**21.5**		21.5	
- Other	**18.8**		18.8	
Minor Capital		**45.7**		45.7
Other Operating		**6.7**		6.7
Total Other Expenditures		**102.2**		102.2
TOTAL SUB-APPROPRIATION		**218.4**		213.6

TREASURY

SUB-APPROPRIATION 07-2b

CAPITAL MARKETS

OBJECTIVES

To provide effective management of the borrowing programs needed to finance the government, Crown corporations and government agencies.

To administer the government's investments in and advances made to Crown corporations, government agencies and other loan programs.

To effectively manage the short-term borrowing and investing programs of the government.

To effectively manage trust money deposited with the Minister of Finance by Crown corporations, agencies and departments.

ACTIVITY IDENTIFICATION

Monitors global capital markets and initiates the borrowing activities of the government which have recently averaged approximately $2.8 billion per annum. All documentation relating to borrowing activities is prepared by the branch.

Manages the government's currency and interest rate risk respecting its liabilities by monitoring swap markets, initiating and negotiating interest rate and currency swaps as well as being responsible for all the documentation related to these transactions.

Acts as the province's principal liaison with domestic and international rating agencies and coordinates all presentations made to such agencies.

Prepares or coordinates the preparation of all documentation required by the regulatory agencies in the various global markets to allow the province to borrow in those markets. This includes prospectuses and associated documentation, legal opinions and other certificates.

Maintains all records relating to the direct and guaranteed debt of the government, and prepares the related sections contained in provincial publications such as public accounts, the budget and quarterly financial report.

Manages the capital funding of all Crown corporation and loan programs and maintains the records of such investments.

Monitors foreign exchange markets and arranges for the purchase and sale of foreign currencies as required to service the debt.

Establishes interest rates for loans to Crown corporations, government agencies, school boards, hospitals and municipalities.

Establishes strategies for the investment of sinking funds and other long-term investment accounts aggregating approximately $6.4 billion.

Prepares cash flow forecasts detailing the government's anticipated daily receipts and expenditures, including its trust and administration activities. Management of daily bank balances and timing of long-term borrowing is determined as a result of these cash flow forecasts.

CAPITAL MARKETS

EXPECTED RESULTS

During 2004/2005, the government is expected to borrow approximately $2.3 billion. This borrowing program is expected to require 25 - 30 issues of securities in both domestic and international markets. The branch will continually monitor these markets to ensure not only that the most efficient market is used but that the timing of each issue is proper.

The branch will continue to maintain the records with respect to investments in or advances to over 30 programs, Crown corporations and government agencies. The annual investment program is expected to approximate $580 million in 2004/2005. The aggregate amount of investments outstanding at March 31, 2005 will approximate $8.5 billion.

During 2004/2005, the Money Management program will involve managing the cash flow for over $15 billion of transactions processed through the accounts of the government.

Monitoring and management of the government's cash flow during 2004/2005 will result in the branch arranging 1,000 short term investment transactions aggregating over $30 billion of investment purchases and $10.0 billion of investment sales. The branch will also arrange for the issue of approximately $750.0 million of promissory notes to finance temporary shortfalls resulting from differences in the timing of government payments and receipts. Interest earned on short-term investments is expected to amount to $29.0 million while interest paid on the promissory notes issued will be approximately $1.5 million. The branch monitors the credit status of over 40 approved investments and maintains appropriate exposure limits for each, recommending changes where necessary to minimize risk.

Over 140 departments, agencies and Crown corporations are required to deposit surplus funds with the Minister of Finance in interest-bearing trust deposits. These trust funds are expected to average $1.0 billion in 2004/2005. In excess of 3,000 trust deposit receipts will be issued and 3,800 payments will be processed by the branch in respect to these deposits. Interest paid on these trust accounts is expected to amount to $28.0 million.

TREASURY

SUB-APPROPRIATION 07 2b
CAPITAL MARKETS

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	98.1	1.00	89.0
Professional/Technical	7.00	360.5	7.00	369.9
Administrative Support	1.00	34.7	1.00	33.0
Employee Benefits		49.4		50.7
	9.00	542.7	9.00	542.6
Less: Allowance for Staff Turnover		(6.1)		(6.1)
Total Salaries and Employee Benefits	9.00	536.6	9.00	536.5
OTHER EXPENDITURES				
Transportation		4.6		4.6
Communications		18.5		18.5
Supplies and Services		26.6		26.6
- Office Space Rental	22.1		22.1	
- Other	4.5		4.5	
Other Operating		15.7		15.7
Total Other Expenditures		65.4		65.4
TOTAL SUB-APPROPRIATION		602.0		601.9

SUB-APPROPRIATION 07-2c

TREASURY AND BANKING OPERATIONS

OBJECTIVES

To service and administer the public debt of the province.

To service and safekeep the investments of the province and certain Crown corporations and government agencies.

To provide administrative support to the Treasury Division including the coordination of the Division's information technology functions.

To coordinate the preparation of Treasury Division and Public Debt estimates and analyses.

To provide a controllership function to the Treasury Division.

To ensure effective risk management practices, processes and compliance with approved policies and procedures.

To establish and manage banking arrangements appropriate to the government's needs.

ACTIVITY IDENTIFICATION

Services the debt of the province by acting as registrar and paying agent on some issues of securities, monitoring the performance of corporate registrars and paying agents with respect to other issues of securities, and by issuing instructions and transferring funds to the province's fiscal agents and swap counterparties on other debenture, treasury bill and promissory note debt.

Services the sinking fund investments of the Province of Manitoba, Manitoba Hydro and The University of Manitoba by providing safekeeping operations, processing purchases for these funds and collecting and recording receipts on interest, sales and maturing principal.

Safekeeps and services the long-term investments of major accounts such as Manitoba Public Insurance.

Safekeeps and services the short term investments of the province by issuing instructions to custodial agents, processing purchases and collecting and recording receipts on interest, sales and maturing principal.

Processes payments of interest and principal on trust money deposited with the Minister of Finance, and payments and receipts relating to debt and investment servicing.

Prepares Treasury Division and Public Debt estimates and analyses.

Advises on and establishes procedures regarding the use of banking services and depositing for other departments and some agencies, and evaluates requests for new bank accounts and changes to existing accounts.

Maintains a central index of approximately 700 accounts representing all Province of Manitoba deposit accounts in all financial institutions in the province. These accounts include the Manitoba Public Insurance agents' accounts.

TREASURY AND BANKING OPERATIONS

ACTIVITY IDENTIFICATION cont'd...

Negotiates contracts for banking and armoured car services for the province.

Monitors the division's risk management practices and financial exposures such as Mark to Market and credit monitoring.

EXPECTED RESULTS

In 2004/2005, the direct debt serviced by the branch is expected to approximate $20.0 billion. This debt will be represented by debentures, builder bonds, treasury bills, promissory notes and Canada Pension Plan debentures all payable in Canadian dollars. As well as 14 debenture issues payable in U.S. dollars, 1 debenture issue payable in Swiss Francs, 1 debenture issue payable in Australian dollars, and 7 debenture issues payable in Japanese Yen. In servicing these foreign issues, the branch expects to administer over 270 swap agreements whereby, among other things, all the Swiss Franc, Australian dollar and Japanese Yen debt have been swapped into fixed or floating rate Canadian or U.S. dollar liabilities.

Servicing the long term investments of the province and its agencies is expected to require processing investment purchases of $4.3 billion, sales and maturities of $4.6 billion, and earnings of $411.0 million and will require administering 122 swap contracts by which investments denominated in foreign currencies have been swapped into Canadian dollars.

Servicing the short-term investments of the province will require processing 2,000 safekeeping transactions respecting purchases, sales and maturities with a total value of approximately $60.0 billion.

The branch's treasury payment system is expected to process cheques valuing approximately $60.0 million and electronic transfers with a value of approximately $10.0 billion.

Measure, monitor and report on the financial risks generated through the Division's management of $6.4 billion in investments and $20.0 billion in debt.

The branch will continue to partner with specific project areas of government as they become involved in electronic commerce to enable individuals and companies to interact and conduct business with various government departments using new technology. As the finance industry continues to be challenged by service providers exiting business sectors, the branch must be ready to proactively address these problems and offer solutions. Initiatives such as these will contribute to government efficiency and permit better access and service to the general public. We will continue to respond to other requests for change in an efficient and timely manner.

SUB-APPROPRIATION 07 2c
TREASURY AND BANKING OPERATIONS

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**2.00**	**149.9**	2.00	171.9
Professional/Technical	**7.00**	**322.4**	7.00	342.0
Administrative Support	**5.00**	**239.2**	5.00	231.2
Employee Benefits		**72.7**		76.5
	14.00	**784.2**	14.00	821.6
Less: Allowance for Staff Turnover		**(9.3)**		(9.3)
Total Salaries and Employee Benefits	**14.00**	**774.9**	14.00	812.3
OTHER EXPENDITURES				
Transportation		**3.4**		3.4
Communications		**7.7**		7.7
Supplies and Services		**63.1**		63.1
- Office Space Rental	**59.9**		59.9	
- Other	**3.2**		3.2	
Other Operating		**17.0**		17.0
Total Other Expenditures		**91.2**		91.2
TOTAL SUB-APPROPRIATION		**866.1**		903.5

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
7.3	3.	COMPTROLLER	**6,420.3**	6,352.0
		- Provides central accounting, payroll and financial reporting services for the province, and central control of cost-shared agreements.		
		- Maintains and provides business analysis and support for the government's enterprise resource planning system (SAP).		
		- Provides advice to Treasury Board and government departments concerning accounting policies and practices as well as financial and management systems.		
		- Provides comprehensive internal audit and value for money review services to management throughout government.		
		- Provides technical support for computer-based systems within the department.		
		(a) Comptroller's Office	**183.9**	169.8
		(b) Information Technology Services	**576.1**	568.7
		(c) Disbursements and Accounting	**2,568.6**	2,464.9
		(d) Financial Systems Support	**1,150.5**	1,080.1
		(e) Internal Audit and Consulting Services	**1,941.2**	2,068.5
			6,420.3	6,352.0

COMPTROLLER

SUB-APPROPRIATION 07-3a

COMPTROLLER'S OFFICE

OBJECTIVES

To establish and foster a corporate Comptrollership function for the Manitoba government that includes value-added advice and guidance in support of legislative and governmental decision-making, service delivery effectiveness and accountability requirements, set in a framework of corporate values and ethics and based on sound risk management practices.

ACTIVITY IDENTIFICATION

Plans, organizes and controls divisional activities in accordance with the department's and government's priorities and policies.

EXPECTED RESULTS

Key results, as they relate to aspects of the Comptrollership function, will be identified under the other four branches, which make up the Comptroller's Division.

SUB-APPROPRIATION 07 3a
COMPTROLLER'S OFFICE

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**105.5**	1.00	102.8
Administrative Support	**1.00**	**36.4**	1.00	35.5
Employee Benefits		**13.3**		13.0
Total Salaries and Employee Benefits	**2.00**	**155.2**	2.00	151.3
OTHER EXPENDITURES				
Transportation		**0.6**		0.6
Communications		**1.1**		1.1
Supplies and Services		**10.5**		10.3
- Office Space Rental	**10.0**		9.8	
- Other	**0.5**		0.5	
Other Operating		**16.5**		6.5
- Desktop and other Computer Services	**5.6**		5.6	
- Other	**10.9**		0.9	
Total Other Expenditures		**28.7**		18.5
TOTAL SUB-APPROPRIATION		**183.9**		169.8

COMPTROLLER

SUB-APPROPRIATION 7-3b

INFORMATION TECHNOLOGY SERVICES

OBJECTIVES

To ensure that the Department of Finance has efficient, effective and technologically sound information systems that support the department's objectives.

ACTIVITY IDENTIFICATION

Leadership and coordination in the development of strategic and annual information technology plans.

Provision of information technology expertise and consulting services.

Development, implementation and maintenance of computer applications.

Development, implementation and testing of backup/disaster recovery plans.

Participation in government-wide information technology initiatives and involvement on committees and special work groups/teams to support and implement selective information technology projects.

Liaison with non-government sources for program delivery.

EXPECTED RESULTS

The provision of support to ensure that automated information systems are maintained in a continuous state of full operational serviceability. In 2004/2005, Information Technology Services will support:

- Several Taxation applications on mainframe, midrange and microcomputer platforms utilizing a variety of databases and programming languages.
- The implementation of new technology and applications that are efficient, effective and meet the needs of the clients in the department. In 2004/2005, some of the planned initiatives include:
  - Maintenance and enhancement of existing departmental application systems.
  - Rewriting, reengineering or creating PC applications based on current business needs and priorities.
- The gradual accomplishment of increased standardization, compatibility and integration of data systems, hardware and software to reduce the support burden and improve the ability to share data and technology.

COMPTROLLER

SUB-APPROPRIATION 07 3b
INFORMATION TECHNOLOGY SERVICES

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	70.5	1.00	59.5
Professional/Technical	5.85	376.9	5.85	384.4
Employee Benefits		48.3		48.6
	6.85	495.7	6.85	492.5
Other Costs and Benefits		8.0		8.0
Less: Allowance for Staff Turnover		0.0		(4.5)
Total Salaries and Employee Benefits	6.85	503.7	6.85	496.0
OTHER EXPENDITURES				
Communications		3.4		4.4
Supplies and Services		43.0		42.3
- Office Space Rental	42.3		41.6	
- Other	0.7		0.7	
Other Operating		26.0		26.0
- Desktop and other Computer Services	23.5		23.5	
- Other	2.5		2.5	
Total Other Expenditures		72.4		72.7
TOTAL SUB-APPROPRIATION		576.1		568.7

COMPTROLLER

SUB-APPROPRIATION 07-3c

DISBURSEMENTS AND ACCOUNTING

OBJECTIVES

To maintain central financial systems for all receipts to, and disbursements from, the Consolidated Fund of the Province of Manitoba, in accordance with governing legislation and established accounting policies and procedures. To maintain the accounting records of the government and to prepare financial statements and reports for presentation to the Legislature and the public, as well as for central and departmental use. To develop and communicate government-wide financial management policies and procedures.

ACTIVITY IDENTIFICATION

Operates and maintains the central financial system, including the related procedures and controls, for all receipts and payment requests.

Operates and maintains the central payroll system, including the related procedures and controls for payment of salaries and wages to Provincial employees.

Prepares statements and reports on the financial results of the government's operations for distribution to the Legislature and the public.

Maintains a central record of, and accounting for, Federal-Provincial cost-sharing agreements, and provides advice and recommendations to the drafters of such agreements with respect to financial matters.

Monitors the accountable advance function for government.

Administers the bank reconciliation process for all government cheques.

Administers the garnishment and set-off process on behalf of government.

EXPECTED RESULTS

Issuance of approximately 470,000 supplier payments, via cheque or direct deposit, in accordance with legislation, policy and other governing authority within payment cycles based on established vendor payment terms.

Issuance of approximately 422,000 employee payments, via cheque or direct deposit, in accordance with legislation, policy and other governing authority, ensuring that bi-weekly pay dates are met.

Collection, on a timely basis, of amounts owing on shared-cost agreements.

Maintenance of accurate and complete accounting records for government.

DISBURSEMENTS AND ACCOUNTING

EXPECTED RESULTS cont'd...

Preparation of financial statements and reports on a timely basis and in accordance with established accounting policies.

Provision of functional direction and guidance for the receipt and disbursement of public funds resulting in appropriate financial processes within the government of the Province of Manitoba.

Reconciliation of all government bank accounts and transactions within one month of month-end.

Deduction and remittance of garnishments, demands and set-offs from employee and supplier payments on a timely basis.

Continued participation in SAP implementation, including system improvements and version upgrades.

COMPTROLLER

SUB-APPROPRIATION 07 3c
DISBURSEMENTS AND ACCOUNTING

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	246.4	3.00	238.7
Professional/Technical	20.00	1,156.8	20.00	1,133.2
Administrative Support	16.00	583.7	16.00	564.3
Employee Benefits		218.8		213.3
	39.00	2,205.7	39.00	2,149.5
Other Costs and Benefits		20.0		20.0
Less: Allowance for Staff Turnover		(40.6)		(105.0)
Total Salaries and Employee Benefits	39.00	2,185.1	39.00	2,064.5
OTHER EXPENDITURES				
Transportation		5.0		5.0
Communications		341.2		316.2
- Postage	315.5		290.5	
- Other	25.7		25.7	
Supplies and Services		323.5		320.4
- Office Space Rental	200.7		197.6	
- Other	122.8		122.8	
Other Operating		217.4		237.4
- Desktop and other Computer Services	125.3		125.3	
- ISM Mainframe Computer Use	47.7		67.7	
- Other	44.4		44.4	
Total Other Expenditures		887.1		879.0
TOTAL EXPENDITURES		3,072.2		2,943.5
Less: Recoverable from Other Appropriations		(503.6)		(478.6)
TOTAL SUB-APPROPRIATION		2,568.6		2,464.9

SUB-APPROPRIATION 07-3d

FINANCIAL SYSTEMS SUPPORT

OBJECTIVES

To support the core business requirements of the government by providing dependable cost-effective maintenance and enhancement capabilities in support of the enterprise-wide system implemented with all government departments and certain specific organizations/entities.

In partnership with other corporate Information Communication Technology organizations, Financial Systems Support will participate in managing and supporting future development of overall financially related SAP functionality which affects the core financial installation.

ACTIVITY IDENTIFICATION

Manage systems improvements and enhancements specific to or affecting the core financial and payroll processes.

Analyze, design and build solutions to support government-wide business requirements and ensure the system is current with all legislative policy changes.

Configure and test finance, payroll and other processes or modules which may affect core business functionality.

Provide expert level SAP support to end-users in all government departments.

EXPECTED RESULTS

Support and enhancement of the existing SAP business processes.

Maximize overall value of SAP functionality.

COMPTROLLER

SUB-APPROPRIATION 07 3d
FINANCIAL SYSTEMS SUPPORT

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**86.9**	1.00	82.0
Professional/Technical	**12.00**	**838.9**	12.00	800.4
Employee Benefits		**97.3**		92.7
Total Salaries and Employee Benefits	**13.00**	**1,023.1**	13.00	975.1
OTHER EXPENDITURES				
Transportation		**7.2**		7.2
Communications		**9.8**		9.8
Supplies and Services		**17.2**		17.2
Other Operating		**93.2**		70.8
- Desktop and other Computer Services	**36.5**		36.5	
- IT Software Maintenance	**22.4**		0.0	
- Other	**34.3**		34.3	
Total Other Expenditures		**127.4**		105.0
TOTAL SUB-APPROPRIATION		**1,150.5**		1,080.1

COMPTROLLER

SUB-APPROPRIATION 07-3e

INTERNAL AUDIT AND CONSULTING SERVICES

OBJECTIVES

To serve management throughout government by providing value for money reviews and other internal audit services. To encourage the continual improvement of management practices and accountability.

ACTIVITY IDENTIFICATION

The provision of internal audit services to all departments. Through consultation with senior management, ensure that internal audit resources are allocated to the highest priority projects.

Provide consulting and advisory services to departments in the areas of management and financial systems.

Assist in the implementation of government-wide financial systems.

EXPECTED RESULTS

Audit services, including value for money reviews, will be provided responsive to departmental audit plans. Audit results will be forwarded to clients in a timely manner, including any recommendations for improvements.

Ongoing assessment of technical expertise and related training requirements to ensure consistently high quality audit services are provided, through a comprehensive and common audit methodology.

The support of management in the areas of management and financial systems.

Participation in government-wide initiatives in support of improved management accountability including development of the Comptrollership Framework.

COMPTROLLER

SUB-APPROPRIATION 07 3e
INTERNAL AUDIT AND CONSULTING SERVICES

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**88.2**	1.00	85.9
Professional/Technical	**22.00**	**1,399.6**	25.00	1,564.9
Administrative Support	**1.50**	**130.4**	1.50	121.6
Employee Benefits		**156.8**		171.7
	24.50	**1,775.0**	27.50	1,944.1
Less: Allowance for Staff Turnover		**(43.4)**		(83.9)
Total Salaries and Employee Benefits	**24.50**	**1,731.6** [1]	27.50	1,860.2
OTHER EXPENDITURES				
Transportation		**3.5**		3.5
Communications		**12.8**		12.8
Supplies and Services		**97.8**		96.5
- Office Space Rental	**84.6**		83.3	
- Other	**13.2**		13.2	
Minor Capital		**0.5**		0.5
Other Operating		**95.0**		95.0
- Desktop and other Computer Services	**81.9**		81.9	
- Other	**13.1**		13.1	
Total Other Expenditures		**209.6**		208.3
TOTAL SUB-APPROPRIATION		**1,941.2**		2,068.5

1. Decrease is due to the elimination of three vacant internal auditor positions.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
7.4	4.	TAXATION	**15,329.4**	16,024.9
		- Ensures the effective management and collection of tax revenues in accordance with the various Acts through the provision of tax expertise to businesses collecting taxes, taxpayers and government. Administers the processing and reporting of taxation revenues. Informs, investigates and audits taxpayers to ensure compliance with the various taxation statutes.		
		- Advises on taxation policy matters and administers the following Acts:		
		- The Corporation Capital Tax Act - The Gasoline Tax Act - The Health & Post Secondary Education Tax Levy Act - The Mining Tax Act - The Motive Fuel Tax Act - The Retail Sales Tax Act - The Revenue Act, Part 1 - The Tobacco Tax Act - The continuing phase out of the Manitoba Succession Duty Act		
		(a) Management and Research	**1,429.9**	1,422.2
		(b) Taxation Administration	**6,466.8**	6,900.1
		(c) Audit	**6,530.8**	6,845.4
		(d) Tobacco Interdiction	**901.9**	857.2
			15,329.4	16,024.9

TAXATION

SUB-APPROPRIATION 07-4a

MANAGEMENT AND RESEARCH

OBJECTIVES

To maximize revenues properly due to the government under The Corporation Capital Tax Act, The Gasoline Tax Act, The Health and Post Secondary Education Tax Levy Act, The Mining Tax Act, The Motive Fuel Tax Act, The Retail Sales Tax Act, The Tobacco Tax Act, and Part 1 of The Revenue Act and to implement the policies of the government in an efficient and effective manner while maintaining taxpayers' confidence in the integrity of the tax system as a result of applying the rules under the Acts uniformly and consistently.

ACTIVITY IDENTIFICATION

Provides the Taxation Division's overall policy and strategic direction, maintenance of high technical standards, quality of results, budgetary reporting and internal control.

Provides the Minister of Finance and the Deputy Minister with recommendations for changes in legislation or policy, evaluates the administrative and revenue implications being considered by the government, assists Legislative Counsel with the preparation of legislation amendments and implements the changes as directed.

Prepares official communications, including ministerial responses regarding taxation matters.

Liaises with other departments, taxpayers, businesses, associations and tax professionals on taxation matters.

Prepares financial forecasts and analyses to assist in strategic taxation planning.

Reviews the effectiveness and efficiency of tax administration and audit processes.

Trains and develops staff.

Maintains and monitors Management Performance Action Plans.

Develops and implements new taxation policy and administration procedures and informs Division staff and the taxpayer community.

Participates in review, development and implementation of new technology in the Division.

Liaises with the Canada Revenue Agency (CRA) and other jurisdictions on cooperative information exchanges, and other taxation administration, management and enforcement issues.

Develops and distributes public tax information through the internet, tax information bulletins, public workshops, business symposiums and special projects.

MANAGEMENT AND RESEARCH

EXPECTED RESULTS

Collection of tax revenues imposed by the Acts.

Maintenance of a fair, effective and efficient tax system with a sufficient deterrent to tax avoidance or evasion.

Timely and thorough evaluation of the implications of administrative, revenue and policy options being considered by the government.

Timely implementation of new taxation legislation in an efficient and effective manner.

Timely preparation of official communications, including development and updating of tax information bulletins provided to businesses.

Timely and accurate preparation of financial forecasts.

Effective control and use of Taxation Division's resources.

Effective contribution to the review, development and implementation of technology.

TAXATION

SUB-APPROPRIATION 07 4a
MANAGEMENT AND RESEARCH

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**3.00**	**281.0**	3.00	273.8
Professional/Technical	**12.50**	**708.3**	12.50	705.5
Administrative Support	**4.00**	**166.1**	4.00	164.8
Employee Benefits		**117.5**		122.0
	19.50	**1,272.9**	19.50	1,266.1
Less: Allowance for Staff Turnover		**(18.9)**		(18.9)
Total Salaries and Employee Benefits	**19.50**	**1,254.0**	19.50	1,247.2
OTHER EXPENDITURES				
Transportation		**8.0**		8.0
Communications		**16.5**		16.5
Supplies and Services		**67.0**		66.1
- Office Space Rental	**55.5**		54.6	
- Other	**11.5**		11.5	
Other Operating		**84.4**		84.4
- Desktop and other Computer Services	**63.9**		66.9	
- Other	**20.5**		17.5	
Total Other Expenditures		**175.9**		175.0
TOTAL SUB-APPROPRIATION		**1,429.9**		1,422.2

TAXATION

SUB-APPROPRIATION 07-4b

TAXATION ADMINISTRATION

OBJECTIVES

To efficiently and effectively administer and collect taxes due to the government under The Corporation Capital Tax Act, The Gasoline Tax Act, The Health and Post-Secondary Education Tax Levy Act, The Mining Tax Act, The Motive Fuel Tax Act, The Retail Sales Tax Act, Part 1 of The Revenue Act and The Tobacco Tax Act.

ACTIVITY IDENTIFICATION

Maintains an updated tax roll for all statutes administered by the Taxation Division.

Operates an integrated tax system to process, record and control tax remittances.

Processes tax refunds on a timely basis for tax overpayments and the vehicle buy/sell program.

Processes tax refunds on a timely basis for Native Fuel and Tobacco Tax Rebate Programs.

Reviews the Sales Tax Vehicle Refund Program administered by Manitoba Public Insurance.

Provides on location services to taxpayers on tax interpretations, remittance procedures, licensing and other requirements of the Acts and Regulations.

Participates in fuel sampling programs for dyed tax exempt fuels.

Administers the International Fuel Tax Agreement for the Manitoba trucking industry.

Collects and follows up outstanding tax arrears and delinquent tax returns.

Maintains filing systems to provide the necessary historical data on each taxpayer as required by all areas within the Taxation Division.

Recommends related policy change options and possible amendments to the Acts.

Trains and develops administration staff.

Maintains the branch's Management Performance Action Plan.

Collection of Tire Levy on behalf of the Tire Stewardship Board.

SUB-APPROPRIATION 07-4b
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TAXATION ADMINISTRATION

EXPECTED RESULTS

Collection of tax imposed by the Acts.

Maintenance of an effective and efficient tax-gathering system.

Up to date roll of tax collectors.

Timely processing of refund claims from taxpayers.

Taxpayers and the general public provided with information necessary to comply with the statutes.

Maintain the performance standards required under the International Fuel Tax Agreement.

SUB-APPROPRIATION 07 4b
TAXATION ADMINISTRATION

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	84.1	1.00	82.0
Professional/Technical	15.00	671.9	15.00	660.5
Administrative Support	59.00	2,280.5	58.42	2,241.1
Employee Benefits		342.0		336.1
	75.00	3,378.5	74.42	3,319.7
Other Costs and Benefits		14.4		14.4
Less: Allowance for Staff Turnover		(75.1)		(75.1)
Total Salaries and Employee Benefits	75.00	3,317.8 (1)	74.42	3,259.0
OTHER EXPENDITURES				
Transportation		91.4		91.4
Communications		344.2		344.2
- Postage	262.4		262.4	
- Other	81.8		81.8	
Supplies and Services		589.1		585.5
- Office Space Rental	245.0		241.4	
- Professional Fees	51.0		51.0	
- Other	293.1		293.1	
Bank and Finance Charges		129.0		129.0
Other Operating		1,995.3		2,491.0
- Desktop and other Computer Services	230.9		230.9	
- ISM Mainframe Computer Use	114.0		114.0	
- Allowance for Doubtful Accounts	1,500.0		2,000.0	
- Other	150.4		146.1	
Total Other Expenditures		3,149.0 (2)		3,641.1
TOTAL SUB-APPROPRIATION		6,466.8		6,900.1

1. Increase of 0.58 FTE to provide for a full-time remittance-processing clerk.
2. Decrease is due to the successful implementation of the integrated taxation system and economic factors affecting the provision for doubtful accounts.

TAXATION

SUB-APPROPRIATION 07-4c

AUDIT

OBJECTIVES

To protect the revenues of the government under The Corporation Capital Tax Act, The Gasoline Tax Act, The Mining Tax Act, The Motive Fuel Tax Act, The Health and Post Secondary Education Tax Levy Act, The Retail Sales Tax Act, Part 1 of The Revenue Act and The Tobacco Tax Act through the promotion of voluntary compliance by taxpayers and tax collectors, utilizing effective and efficient audit and investigation programs and procedures; and to inform taxpayers of the requirements of the various Statutes; and to administer the continuing phase out of the Manitoba Succession Duty Act.

ACTIVITY IDENTIFICATION

Develops policies, programs and procedures which result in the most efficient and effective utilization of resources to achieve compliance.

Audits the records of tax collectors and taxpayers, conducts investigations into the smuggling of tobacco and fuel, tax evasion and other violations of the Acts and prosecutes for offences under the Acts.

Conducts audits of a stipulated portion of Manitoba-based truckers and conducts roadside inspections under the International Fuel Tax Agreement (IFTA) and for prorated sales tax and registration fees under the International Registration Program (IRP).

Performs audits of a stipulated number of tire vendors on behalf of the Tire Stewardship Board.

Continually reviews the procedures and processes of the Audit branch with the goal of determining more efficient and effective use of resources and information technology to increase productivity and audit recoveries.

Recommends related policy change options and possible amendments to the Acts, evaluates the implication of changes being considered by the government and implements the changes as directed.

Liaises with the Canada Revenue Agency, the Canada Border Services Agency and other provinces to develop cooperation and exchange of information on audits and investigations.

Provides an information service to taxpayers and the general public on tax interpretations.

Trains and develops audit and investigation staff.

Maintains the branch's Management Performance Action Plan.

SUB-APPROPRIATION 07-4c
Page 2...

AUDIT

EXPECTED RESULTS

Recovery of unpaid tax revenues and increased compliance with a sufficient deterrent to tax avoidance/evasion for all Acts.

Completion of a targeted number of audits of the records of taxpayers and tax collectors.

Detection of smuggling and other offences evidenced by successful court prosecutions.

Completion of a stipulated number of International Fuel Tax Agreement/International Registration Program audits of Manitoba based truckers and a stipulated number of tire vendors.

Timely submission of related policy change options, possible amendments to the Acts and evaluation of the implications of such changes.

Taxpayers and the general public are provided with information necessary to comply with the Statutes.

TAXATION

SUB-APPROPRIATION 07 4c
AUDIT

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**3.00**	**251.7**	3.00	247.4
Professional/Technical	**75.00**	**4,206.2**	77.00	4,464.2
Administrative Support	**12.00**	**537.8**	12.00	566.6
Employee Benefits		**525.7**		563.7
	90.00	**5,521.4**	92.00	5,841.9
Less: Allowance for Staff Turnover		**(58.4)**		(58.4)
Total Salaries and Employee Benefits	**90.00**	**5,463.0** [1]	92.00	5,783.5
OTHER EXPENDITURES				
Transportation		**149.7**		159.7
Communications		**62.6**		52.6
Supplies and Services		**423.6**		417.7
- Office Space Rental	**321.4**		315.5	
- Other	**102.2**		102.2	
Bank and Finance Charges		**0.1**		0.1
Minor Capital		**12.0**		12.0
Other Operating		**419.8**		419.8
- Desktop and other Computer Services	**270.2**		270.2	
- Other	**149.6**		149.6	
Total Other Expenditures		**1,067.8**		1,061.9
TOTAL SUB-APPROPRIATION		**6,530.8**		6,845.4

1. Decrease is due to the elimination of two vacant tax auditor positions.

TAXATION

SUB-APPROPRIATION 07-4d

TOBACCO INTERDICTION

OBJECTIVES

To protect the revenues of the government under The Tobacco Tax Act through the presentation of an enforcement profile that will promote voluntary compliance by taxpayers and tax collectors as well as detect and prosecute tax evaders. The program will provide information to taxpayers as well as utilize audit and investigative measures and procedures.

ACTIVITY IDENTIFICATION

Develops policies, programs and procedures and information for taxpayers which result in the most efficient and effective utilization of resources to achieve compliance.

Recommends related policy change options and possible amendments to the Acts, evaluates the implication of changes being considered by the government and implements the changes as directed.

Audits the records of tax collectors and taxpayers, conducts investigations into the smuggling of tobacco products and other violations of the Act and prosecute for offences under the Act.

Continues to liaise with law enforcement agencies, including the Winnipeg Police Service, Canada Revenue Agency, Canada Border Services Agency, R.C.M.P., Ontario Provincial Police, and other Provincial investigation agencies.

Operates a program to check commercial motor vehicles for the presence of contraband tobacco.

Maintains a program of interaction with the transportation industry.

Continues to cooperate with other provincial agencies and Crown corporations in assisting investigations into tobacco smuggling.

Utilizes Canadian Police Information Center (CPIC) to enhance investigations and improve communications with law enforcement agencies.

Trains and develops investigation staff.

Maintains the branch's Management Performance Action Plan.

Responds to media requests for information on the interdiction program.

EXPECTED RESULTS

Detection of smuggling and other offences evidenced by successful court prosecutions and tax recoveries.

Completion of targeted audits and reviews of the records of tax collectors and taxpayers.

Timely submission of related policy change options, possible amendments to the Act and evaluation of the implications to such changes.

Maintain expected level of revenue derived from The Tobacco Tax Act.

TAXATION

SUB-APPROPRIATION 07 4d
TOBACCO INTERDICTION

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Professional/Technical	10.00	463.7	10.00	437.7
Employee Benefits		59.9		57.3
	10.00	523.6	10.00	495.0
Other Costs and Benefits		126.8		126.8
Less: Allowance for Staff Turnover		0.0		(16.1)
Total Salaries and Employee Benefits	10.00	650.4	10.00	605.7
OTHER EXPENDITURES				
Transportation		127.5		127.5
Communications		18.4		18.4
Supplies and Services		14.0		14.0
Minor Capital		2.0		2.0
Other Operating		89.6		89.6
Total Other Expenditures		251.5		251.5
TOTAL SUB-APPROPRIATION		901.9		857.2

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
7.5	5.	FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	**2,620.7**	2,638.7
		- Provides research support in respect of national and provincial fiscal and economic matters and inter-governmental financial relations, including cost-shared programs.		
		- Administers fiscal arrangements and tax collection agreements with the Federal government.		
		- Administers tax credit programs with the Federal government and municipalities.		
		(a) Economic and Federal-Provincial Research	**2,197.0**	2,134.0
		(b) Manitoba Tax Assistance Office	**423.7**	504.7
			2,620.7	2,638.7

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07-5a

ECONOMIC AND FEDERAL-PROVINCIAL RESEARCH

OBJECTIVES

To provide the government with research and technical support with respect to national and provincial fiscal and economic matters and inter-governmental financial relations, and to fulfill the department's specific economic and fiscal information requirements.

To administer Federal-Provincial and Provincial-Local agreements and provincial tax credit programs.

ACTIVITY IDENTIFICATION

Provides advice and policy analysis with respect to a broad range of economic and fiscal matters including revenue and expenditure policies.

Serves as the principal administrative unit of the province for The Income Tax Act (Manitoba), The Federal-Provincial Fiscal Arrangements and Federal Post-Secondary Education and Health Contributions Act and the tax collection agreement with the Federal government.

Acts as a central coordination unit for the Provincial Budget.

Advises on policies relating to Federal-Provincial fiscal and economic relations.

Supports provincial policy, and advances provincial fiscal interests while representing the Province in various meetings and committees.

Administers tax credit programs with the Federal government and municipalities.

EXPECTED RESULTS

The Minister and Cabinet are provided with timely and accurate information in regard to major fiscal, economic and taxation issues including inter-governmental implications.

Preparation and delivery of necessary reports and presentations to facilitate the conduct of the Province's fiscal affairs, including support for the borrowing program.

Benefits to Manitoba from inter-governmental fiscal arrangements are maximized.

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07 5a

ECONOMIC AND FEDERAL-PROVINCIAL RESEARCH

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**4.00**	**376.5**	4.00	366.7
Professional/Technical	**14.25**	**960.7**	14.25	903.1
Administrative Support	**3.00**	**123.5**	3.00	119.0
Employee Benefits		**140.9**		134.0
	21.25	**1,601.6**	21.25	1,522.8
Less: Allowance for Staff Turnover		**(2.4)**		(2.4)
Total Salaries and Employee Benefits	**21.25**	**1,599.2**	21.25	1,520.4
OTHER EXPENDITURES				
Transportation		**45.0**		45.0
Communications		**226.6**		259.8
Supplies and Services		**188.1**		173.1
- Office Space Rental	**132.9**		115.9	
- Other	**55.2**		57.2	
Minor Capital		**4.0**		4.0
Other Operating		**134.1**		131.7
- Desktop and other Computer Services	**69.4**		69.4	
- Other	**64.7**		62.3	
Total Other Expenditures		**597.8**		613.6
TOTAL SUB-APPROPRIATION		**2,197.0**		2,134.0

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07-5b

MANITOBA TAX ASSISTANCE OFFICE

OBJECTIVES

To inform and assist taxpayers on the proper application of Manitoba income tax and tax credit programs for residents of Manitoba.

To administer and enforce elements of the School Tax Assistance, Tax Rebate Discounting, Manitoba Income Tax, Equity Tax Credit, Labour Sponsored Funds Credit, Manitoba Education Property Tax Credit, Personal Tax Credit, Riparian Tax Credit and Political Contributions Tax Credit programs.

To monitor all claims administered and enforced by the branch and recover amounts granted to individuals who are ineligible.

ACTIVITY IDENTIFICATION

Provides information to taxpayers claiming any of the above referenced programs and administers these programs with Canada Revenue Agency.

Responds to enquiries and processes benefit applications.

Collection of ineligible amounts claimed by individuals.

Provides assistance to taxpayers in completing portions of their tax returns.

EXPECTED RESULTS

Residents of Manitoba receive information to accurately report on Manitoba income tax and tax credit programs.

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07 5b

MANITOBA TAX ASSISTANCE OFFICE

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	52.5	1.00	49.2
Administrative Support	7.00	211.0 [1]	7.00	294.9
Employee Benefits		28.0		36.6
Total Salaries and Employee Benefits	8.00	291.5	8.00	380.7
OTHER EXPENDITURES				
Transportation		0.2		0.2
Communications		53.7		53.7
Supplies and Services		48.9		40.7
- Office Space Rental	27.7		19.5	
- Other	21.2		21.2	
Other Operating		29.4		29.4
- Desktop and other Computer Services	21.8		21.8	
- Other	7.6		7.6	
Total Other Expenditures		132.2		124.0
TOTAL SUB-APPROPRIATION		423.7		504.7

1. Decrease is due to one unfilled position on long-term disability and a vacant Tax Assistance Officer.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
7.6	6.	INSURANCE AND RISK MANAGEMENT	**385.4**	391.3
		- Provides insurance and risk management services to all government departments, agencies and certain Crown corporations.		
		(a) Salaries and Employee Benefits	**326.7**	332.8
		(b) Other Expenditures	**58.7**	58.5
		(c) Insurance Premiums	**3,166.0**	2,522.0
		(d) Less: Recoverable from Other Appropriations	**(3,166.0)**	(2,522.0)
			385.4	391.3

SUB-APPROPRIATION 07-6

INSURANCE AND RISK MANAGEMENT

OBJECTIVES

To reduce the impact of unexpected and accidental events upon the organizational goals of the Government of Manitoba through the identification, management and control of risk exposures.

To protect and maintain the assets and programs of the Government of Manitoba through the application of the Risk Management principles of risk identification and evaluation, risk transfer, risk control and risk financing.

ACTIVITY IDENTIFICATION

Assists departments and agencies to examine existing and planned programs and facilities in order to identify risk exposures and chances of accidental loss.

Assists departments and agencies to evaluate and prioritize identified exposures based upon potential impact upon goals and objectives, and the feasibility and cost of risk control measures.

Recommends the implementation of appropriate risk control measures in order to reduce loss frequency and severity; administers insurance related claims for government departments and agencies in order to minimize claim frequency and severity.

Promotes appropriate risk transfer practices between the government and third parties through examination of contracts and other legal documents for insurance, bonding and indemnification requirements.

Implements appropriate risk financing measures, including the use of self-insurance and the purchase of commercial insurance, to reduce the financial impact of unexpected loss.

Ensures the appropriate priorities of the government's risk management program, monitors program implementation and recommends change as required.

EXPECTED RESULTS

Government programs are delivered with a minimum of disruption due to unexpected loss.

A reduction in the frequency and severity of unexpected loss involving government facilities and programs, reducing the overall costs of operations.

A reduction in costs arising from contractual liabilities, for the government and those parties providing goods and services through contracts.

A reduction in the government's risk financing costs, including the cost of traditional insurance coverage.

A reduction in the cost of claims incurred by government, including the cost of third party actions against the government.

SUB-APPROPRIATION 07 6
INSURANCE AND RISK MANAGEMENT

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	79.1	1.00	77.0
Professional/Technical	3.00	174.4	3.00	183.0
Administrative Support	1.20	42.9	1.20	41.9
Employee Benefits		30.3		30.9
Total Salaries and Employee Benefits	5.20	326.7	5.20	332.8
OTHER EXPENDITURES				
Transportation		5.0		5.0
Communications		5.2		5.2
Supplies and Services		24.9		24.7
- Office Space Rental	17.9		17.7	
- Other	7.0		7.0	
Other Operating		3,189.6		2,545.6
- Desktop and other Computer Services	15.9		15.9	
- Insurance Costs	3,166.0	[1]	2,522.0	
- Other	7.7		7.7	
Total Other Expenditures		3,224.7		2,580.5
TOTAL EXPENDITURES		3,551.4		2,913.3
Less: Recoverable from Other Appropriations		(3,166.0) [1]		(2,522.0)
TOTAL SUB-APPROPRIATION		385.4		391.3

1. Increase due to insurance premium rate increases offset by corresponding recoveries from user departments.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
7.7	7.	TREASURY BOARD SECRETARIAT.....	**5,296.0**	5,484.7
		- Provides financial and analytical support and advice to the Minister of Finance and Treasury Board in fulfilling their responsibilities for fiscal management, program and organizational review.		
		- Monitors, analyzes and reports on the financial position of the Province.		
		- Plans and coordinates the budgetary process.		
		- Coordinates expenditure management, continuous improvement, planning and program performance measurement processes for government.		
		- Undertakes reviews of specific program areas.		
		- Develops and communicates policies, procedures and guidelines on administrative matters, and maintains the General Manual of Administration.		
		- Represents the government and department management in all labour relations and compensation activities within the civil service, and provides central administration of civil service benefit and insurance programs.		
		(a) Salaries and Employee Benefits	**4,486.2**	4,620.3
		(b) Other Expenditures	**809.8**	864.4
			5,296.0	5,484.7

SUB-APPROPRIATION 07-7

TREASURY BOARD SECRETARIAT

OBJECTIVES

To develop and implement the annual fiscal plan and related strategy for the Government of Manitoba.

To advise the Chairperson of Treasury Board on all policy, program and fiscal matters related to the roles and responsibilities of Treasury Board.

To provide information and advice to the Minister of Finance related to the fiscal position of the Manitoba government as well as overall financial and management issues.

To monitor and analyze the financial position of the Province.

To coordinate expenditure management, continuous improvement, planning and performance measurement activities for government.

To develop, communicate, interpret, monitor and evaluate government administrative policies.

To provide a complete range of labour services to government, Crown agencies and government funded organizations in accordance with The Civil Service Act and The Labour Relations Act.

ACTIVITY IDENTIFICATION

Compile, develop and implement the annual fiscal plan and strategy for the Government of Manitoba.

Develop, implement and coordinate the budgetary process, and finalize the estimates of expenditure and revenue and related appropriation acts for tabling in the Legislature.

Monitor the current and projected fiscal position of the Government of Manitoba on a regular basis, and develop strategies to address deviations from the fiscal plan.

Provide advice and recommendations to the Minister of Finance, Treasury Board and Cabinet with respect to policy and financial issues through analysis and recommendations on submissions to Treasury Board and Cabinet.

Review major program delivery areas in the context of their immediate and long-term impact.

Review administrative processes and structures and develop strategies for service improvement.

Review and manage the central administrative policy function, primarily through the General Manual of Administration.

Negotiate collective agreements on behalf of government and public sector employers.

Act on behalf of government, as an employer, on pension and group insurance matters affecting the civil service and Crown agencies; act on behalf of the Department of Education, Citizenship and Youth on pension matters affecting teachers.

TREASURY BOARD SECRETARIAT

ACTIVITY IDENTIFICATION cont'd...

Coordinate all grievance-arbitration and appeal activities for management. In addition, represent management in other quasi-judicial processes with respect to union certification, wrongful dismissal, human rights and employment standards issues.

Administer government employee benefit plans and insurance programs in accordance with collective agreements and applicable legislation

EXPECTED RESULTS

Provision of effective financial and policy advice and services to the Minister of Finance/Chairperson of Treasury Board.

Timely and thorough analysis of information for Treasury Board on a weekly basis.

Creation and maintenance of the annual fiscal plan for the Government of Manitoba.

Finalization and distribution of Revenue and Expenditure Estimates and supply bills for tabling in the Legislature.

Timely provision of Quarterly Financial Reports.

Development and implementation of processes which will improve the effectiveness and efficiency of the expenditure management, continuous improvement, planning and performance measurement functions of the government.

Provision of labour relations services for all agreements on behalf of government, Crown agencies and government funded organizations.

Administration of all contracts and coordination of grievance/arbitration/appeal/labour board activities on behalf of government.

Negotiate, develop and communicate benefit plan changes.

Ongoing administration of negotiated benefit plans.

SUB-APPROPRIATION 07 7
TREASURY BOARD SECRETARIAT

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**10.00**	**965.9**	10.00	954.7
Professional/Technical	**39.00**	**2,697.1**	41.00	2,753.5
Administrative Support	**13.00**	**508.6**	15.00	595.6
Employee Benefits		**392.7**		416.5
	62.00	**4,564.3**	66.00	4,720.3
Other Costs and Benefits		**25.5**		25.5
Less: Allowance for Staff Turnover		**(103.6)**		(125.5)
Total Salaries and Employee Benefits	**62.00**	**4,486.2** [1]	66.00	4,620.3
OTHER EXPENDITURES				
Transportation		**24.3**		24.1
Communications		**54.1**		47.8
Supplies and Services		**514.2**		528.1
- Office Space Rental	**346.5**		340.6	
- Other	**167.7**		187.5	
Minor Capital		**14.9**		15.6
Other Operating		**202.3**		248.8
- Desktop and other Computer Services	**170.0**		215.6	
- Other	**32.3**		33.2	
Total Other Expenditures		**809.8**		864.4
TOTAL SUB-APPROPRIATION		**5,296.0**		5,484.7

1. Decrease is due to the elimination of four vacant positions.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	Estimates of Expenditure 2004/2005 $(000s)		Estimates of Expenditure 2003/2004 $(000s)
7.8	8.	CONSUMER AND CORPORATE AFFAIRS	**10,232.7**		9,563.5
		- Facilitates the resolution of disputes between consumers and business, tenants and landlords.			
		- Through an advisor office, assists claimants in appealing automobile injury decisions of Manitoba Public Insurance, and through the Automobile Injury Compensation Appeal Commission, hears such appeals.			
		- Administers legislation for incorporation and registration of businesses, licensing of trust and loan corporations, credit unions and caisses populaires, licensing of companies and individuals involved in the sale of securities, real estate, insurance and raising capital, and regulates utilities through the Public Utilities Board.			
		- Maintains registries of vital events and of interests in land and property.			
		(a) Administration and Research	**1,037.9**		1,001.7
		(b) Consumers' Bureau	**1,275.7**		1,287.0
		(c) Residential Tenancies Branch	**3,645.4**		3,521.1
		(d) Financial Institutions Regulations Branch	**1,014.4**		968.9
		(e) Claimant Advisor Office – Automobile Injury Compensation Appeals	**468.3**		434.3
		(f) Automobile Injury Compensation Appeal Commission	**1,078.8**		581.4
		(g) Residential Tenancies Commission	**568.6**		559.6
		(h) Public Utilities Board	**1,143.6**		1,209.5
		(i) Vital Statistics Agency	**-**	(1)	-
		(j) Manitoba Securities Commission	**-**	(1)	-
		(k) The Property Registry	**-**	(1)	-
		(l) Companies Office	**-**	(1)	-
			10,232.7		9,563.5

1. The Vital Statistics Agency, Manitoba Securities Commission, The Property Registry and Companies Office function as special operating agencies and, on this basis, no funding is required in the 2004/05 Estimates of Expenditure (see Part 5).

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8a

ADMINISTRATION AND RESEARCH

OBJECTIVES

To provide leadership and direction for the division in the implementation of the policies of the government in an efficient and effective manner.

To provide research and support in the development of legislation and policy.

To provide administrative support and overall direction for the Division's systems/information technology activities.

To administer Parts 2 and 3 of the Manitoba Evidence Act. This is the appointment of Commissioners for Oaths and Notaries Public.

ACTIVITY IDENTIFICATION

Provides the Minister and Deputy Minister with recommendations for legislation, policy and program changes on matters related to the Division.

Provides for the Division's overall policy, management and administrative direction in accordance with the objectives of the government.

Provides direction and coordinates the development of legislation in the Division and support to the Minister and the Deputy Minister throughout the legislative process.

Investigates marketplace problems and assesses alternative responses to them. Liaises with consumer oriented groups, representatives of the business sector and government officials.

Ensures the best use of the Division's fiscal and physical resources. Coordinates and responds for the Division to central department programs and initiatives.

Provides application support, project management, programming, server support and direction for the Division's systems/information technology activities.

Administers Parts 2 and 3 of the Manitoba Evidence Act as it relates to the appointment of Commissioners for Oaths and Notaries Public.

EXPECTED RESULTS

Efficient and effective operation of the Division in accordance with legislation and government policy objectives.

Maintenance of fair and effective regulatory frameworks for business and consumers.

Fair, impartial and accessible dispute resolution for consumers and business.

Timely development of legislation to respond to marketplace issues and to reflect the needs of various stakeholders.

ADMINISTRATION AND RESEARCH

EXPECTED RESULTS cont'd...

Information on the views stakeholders have of particular issues and action options for addressing those issues.

Effective control and use of the Division's resources.

Timely reporting of the Division's expenditure and revenues.

Support of the Division's information technology systems and applications.

Appointment of Commissioners for Oaths and Notaries Public.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8a
ADMINISTRATION AND RESEARCH

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**4.00**	**353.2**	4.00	343.6
Professional/Technical	**7.50**	**289.7**	8.50	264.9
Administrative Support	**5.28**	**206.5**	5.28	195.0
Employee Benefits		**105.3**		100.7
Total Salaries and Employee Benefits	**16.78**	**954.7** [1]	17.78	904.2
OTHER EXPENDITURES				
Transportation		**9.4**		9.4
Communications		**15.0**		16.8
Supplies and Services		**233.0**		245.5
- Office Space Rental	**84.2**		96.7	
- Professional Fees	**123.3**		123.3	
- Other	**25.5**		25.5	
Other Operating		**15.8**		15.8
Total Other Expenditures		**273.2**		287.5
TOTAL EXPENDITURES		**1,227.9**		1,191.7
Less: Recoverable from Other Appropriations		**(190.0)**		(190.0)
TOTAL SUB-APPROPRIATION		**1,037.9**		1,001.7

1. Decrease of one FTE is due to the elimination of one vacant programmer analyst. Increase in salary costs reflects in part, the provision of part-year funding to support Phase 2 of the Residential Tenancies Branch Re-Engineering project (see Part 4 Capital Investment).

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8b

CONSUMERS' BUREAU

OBJECTIVES

To administer Manitoba's consumer protection legislation and assist consumers and businesses in effectively identifying and managing marketplace issues.

ACTIVITY IDENTIFICATION

Administers The Consumer Protection Act, The Business Practices Act, The Charities Endorsement Act, The Personal Investigations Act, The Hearing Aid Act, The Bedding, Upholstered and Stuffed Articles regulation under The Public Health Act and Part III of The Mortgage Act, Reverse Mortgage Loans.

Licences/registers/grants certifications or authorizes vendors and individual sellers engaged in direct selling; collection agencies and collectors; hearing aid dealers; charities fundraising in Manitoba; and manufacturers, renovators and home hobby crafters of stuffed articles.

Hears, mediates and investigates consumer complaints.

Takes enforcement action as appropriate concerning prosecution of offenders under the Acts administered.

Identifies problems and issues in the marketplace and makes recommendations to amend legislation under its mandate as required.

Informs and educates consumers, businesses and interest groups regarding their rights and responsibilities under consumer protection statutes as well as potential risks in the marketplace.

Works cooperatively with other departments, agencies and organizations in Manitoba, Canada and internationally on current issues.

EXPECTED RESULTS

During 2004/2005, the Consumers' Bureau will handle 35,000 calls and e-mails from consumers and businesses requiring information or assistance. In addition more than 50,000 hits to the Bureau's website will be made by consumer and business clients.

More than 1,750 complaint files will be opened and consumer services officers will assist consumers in resolving their disputes with business resulting in more than $375,000.00 recovered from business and paid to consumers.

In addition to dispute resolution, a number of consumer complaints will result in more formal action being taken under The Consumer Protection Act and The Business Practices Act including bond claims and the laying of charges by the Department of Justice.

In 2004/2005, more than 10,000 licences, registrations and authorizations will be issued by licensing staff under The Consumer Protection Act, The Charities Endorsement Act, The Hearing Aid Act and the Bedding, Upholstered and Stuffed Articles Regulation of The Public Health Act.

CONSUMERS' BUREAU

EXPECTED RESULTS cont'd...

Improvements to the Consumers' Bureau website planned for 2004/2005 will assist consumers in accessing information to assist them in making effective and informed transactions in the marketplace. As well, business clients will be able to print application forms from the website to speed up the licensing process.

Manitoba's commitment under the Agreement on Internal Trade to harmonized registration requirements for stuffed articles manufacturers will be met.

A discussion paper on cost of credit disclosure will be released in 2004/2005. Comments from consumer and business stakeholders will influence amendments to *The Consumer Protection Act* and *The Mortgage Act* next year.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8b
CONSUMERS' BUREAU

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**3.00**	**211.3**	3.00	206.0
Professional/Technical	**9.00**	**461.9**	9.00	480.4
Administrative Support	**6.50**	**177.9**	6.50	168.3
Employee Benefits		**93.6**		94.0
Total Salaries and Employee Benefits	**18.50**	**944.7**	18.50	948.7
OTHER EXPENDITURES				
Grants/Transfer Payments		**88.7**		88.7
Transportation		**12.0**		12.0
Communications		**31.9**		31.9
Supplies and Services		**123.5**		130.8
- Office Space Rental	**74.8**		72.1	
- Other	**48.7**		58.7	
Minor Capital		**0.6**		0.6
Other Operating		**74.3**		74.3
- Desktop and other Computer Services	**51.6**		51.6	
- Other	**22.7**		22.7	
Total Other Expenditures		**331.0**		338.3
TOTAL SUB-APPROPRIATION		**1,275.7**		1,287.0

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8c

RESIDENTIAL TENANCIES BRANCH

OBJECTIVES

To investigate, mediate and/or adjudicate tenancy disputes between landlords and tenants.

To regulate the amount and frequency of rent increases in residential premises in Manitoba in accordance with the provisions of The Residential Tenancies Act.

To provide information to landlords and tenants. This information helps landlords and tenants understand and comply with The Residential Tenancies Act,

ACTIVITY IDENTIFICATION

Investigation, mediation and adjudication of disputes between landlords and tenants, including security deposit disputes, repairs, notices of termination, claims between landlords and tenants and Orders of Possession.

Reviewing landlords' applications for: rent increases above the guideline, withdrawals and reductions in service, laundry rate increases; reviewing tenant objections with respect to these applications; adjudicating and issuing orders setting rent.

Reviewing all complaints of non-compliance with the requirements of the Act and enforcing compliance orders.

Providing information on the legislation and the Branch's policies and procedures.

The Residential Tenancies Branch is re-engineering its business processes to improve client service. This includes a significant information technology development project to support the new business processes.

EXPECTED RESULTS

Provision of general information on the legislation and Branch policies/procedures to approximately 80,000 clients by telephone (includes Brandon and Thompson offices).

Provision of information/intake/mediation services to approximately 9,000 walk-in clients (includes Brandon and Thompson offices).

Provision of information to the public through the Branch's website; the Branch anticipates approximately 55,000 visits to the website.

Processing of approximately 7,000 non rent increase disputes between landlords and tenants; issuance of Orders and Reasons for Decision on:

Applications for Orders of Possession – within 3 business days from the date of a hearing;

Claims Above a Security Deposit/Determinations – within 10 business days from the date of a hearing;

Claims for Less than a Security Deposit – within 23 calendar days from the date the file is transferred to an adjudication officer;

RESIDENTIAL TENANCIES BRANCH

EXPECTED RESULTS cont'd...

Completion of Security Deposit files or processing for Transfer to Adjudication - within 60 calendar days from the date the file is opened.

Processing of approximately 200 rent regulation files. This includes applications for rent increase above the guideline and other rent regulation applications, investigation of possible unauthorized rents, rent status inquiries and tenant objections to guideline or less rent increases; issuance of Orders and Reasons for Decision on:

Applications for Rent Increase Above the Guideline – within 90 calendar days from the date the Branch receives the application;

Application for Laundry Rate Increases – within 90 calendar days from the date the Branch receives the application;

Unauthorized Rent Increase Issues – within 90 calendar days from the date the file is opened;

Applications for Rehabilitation – within 30 calendar days from the date the Branch receives the application to issuance of the interim order.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8c
RESIDENTIAL TENANCIES BRANCH

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	88.2	1.00	85.9
Professional/Technical	25.00	1,364.5	25.00	1,356.7
Administrative Support	29.50	1,155.9	29.50	1,106.7
Employee Benefits		299.2		281.0
	55.50	2,907.8	55.50	2,830.3
Other Costs and Benefits		6.0		6.0
Total Salaries and Employee Benefits	55.50	2,913.8	55.50	2,836.3
OTHER EXPENDITURES				
Transportation		39.8		39.8
Communications		114.6		114.6
Supplies and Services		301.6		305.0
- Office Space Rental	192.2		195.6	
- Professional Fees	41.7		41.7	
- Other	67.7		67.7	
Minor Capital		53.1		53.1
Other Operating		222.5		172.3
- Desktop and other Computer Services	108.4		108.4	
- Other	114.1		63.9	
Total Other Expenditures		731.6		684.8
TOTAL SUB-APPROPRIATION		3,645.4		3,521.1

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8d

FINANCIAL INSTITUTIONS REGULATION BRANCH

OBJECTIVES

To provide a legislative and regulatory framework which promotes the orderly growth and development of cooperatives, credit unions and caisses populaires, and the insurance industry in Manitoba.

To protect the public while facilitating the transaction of the business of insurance.

To provide a legislative and regulatory framework to safeguard the funds gathered from the public and ensure the prudent investment of those funds.

To protect members of cooperatives, credit unions and caisses populaires through the administration of The Cooperatives Act, The Credit Unions & Caisses Populaires Act and corresponding regulations.

ACTIVITY IDENTIFICATION

Regulate and license private insurance companies, issue business authorizations to trust and loan corporations to do business in Manitoba.

Licence hail insurance agents, hail insurance adjusters and accident and baggage insurance agents. Oversee the Insurance Council of Manitoba in its role to license and supervise the activities of all other insurance agents and adjusters.

Review existing legislation and recommend changes where appropriate.

Monitor the financial and operational performance of the Credit Union Deposit Guarantee Corporation, La Société d'assurance-dépôts des Caisses Populaires, The Credit Union Central of Manitoba and La Fédération des Caisses Populaires du Manitoba.

Maintain a registry for cooperatives, credit unions and caisses populaires, assist with the incorporation of such entities and provide advice on statutory matters including issuing securities to members.

EXPECTED RESULTS

Public confidence in the financial institutions operating in Manitoba.

Fair and timely resolution of disputes between members and credit unions, caisses populaires, and cooperatives, and between insurance companies and trust and loan corporations and their customers.

A fair and efficient marketplace for insurance companies, trust and loan corporations, cooperatives, credit unions and caisse populaires.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8d

FINANCIAL INSTITUTIONS REGULATIONS BRANCH

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	256.3	3.00	249.6
Professional/Technical	3.50	217.5	3.50	185.1
Administrative Support	5.00	199.1	5.00	202.8
Employee Benefits		79.5		70.1
Total Salaries and Employee Benefits	11.50	752.4	11.50	707.6
OTHER EXPENDITURES				
Transportation		5.6		5.6
Communications		21.4		21.4
Supplies and Services		169.7		169.0
- Office Space Rental	53.1		52.4	
- Professional Fees	98.8		98.8	
- Other	17.8		17.8	
Minor Capital		6.8		6.8
Other Operating		58.5		58.5
- Desktop and other Computer Services	33.7		33.7	
- Other	24.8		24.8	
Total Other Expenditures		262.0		261.3
TOTAL SUB-APPROPRIATION		1,014.4		968.9

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8e

CLAIMANT ADVISOR OFFICE – AUTOMOBILE INJURY COMPENSATION APPEALS

OBJECTIVES

To assist claimants who do not agree with a decision rendered by the Manitoba Public Insurance Corporation (MPIC) with respect to a Bodily Injury Claim in their appeal of that decision or in their consideration to appeal the decision.

ACTIVITY IDENTIFICATION

Advise claimants who are considering appealing a decision to the Automobile Injury Compensation Appeal Commission.

Assist and support claimants through the appeal process.

Represent claimants at appeal hearings when appropriate to do so.

Provide information and education to the public to improve the understanding of the appeal process.

EXPECTED RESULTS

Improved claimant understanding of entitlements under the personal injury protection plan and the scope and purpose of the appeal process.

Improved claimant appeal presentations.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8e

CLAIMANT ADVISOR OFFICE - AUTOMOBILE INJURY COMPENSATION APPEALS

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	34.9	1.00	50.6
Administrative Support	3.00	64.3	3.00	47.7
Employee Benefits		17.1		16.0
Total Salaries and Employee Benefits	4.00	116.3 (1)	4.00	114.3
OTHER EXPENDITURES				
Transportation		7.3		5.0
Communications		24.0		21.0
Supplies and Services		138.7		117.2
- Office Space Rental	62.5		50.9	
- Other	76.2		66.3	
Minor Capital		62.5		62.5
Other Operating		119.5		114.3
- Desktop and other Computer Services	53.6		51.3	
- Other	65.9		63.0	
Total Other Expenditures		352.0		320.0
TOTAL SUB-APPROPRIATION		468.3		434.3

1. Part-year costs as a result of initial year of implementation.

SUB-APPROPRIATION 07-8f

AUTOMOBILE INJURY COMPENSATION APPEAL COMMISSION

OBJECTIVES

To hear appeals from claimants regarding bodily injury compensation decisions issued by the Internal Review section of the Manitoba Public Insurance Corporation in a fair and timely fashion, in an accessible forum.

ACTIVITY IDENTIFICATION

This Commission was established on March 1, 1994 to hear appeals under Part 2 of the Manitoba Public Insurance Corporation (MPIC) Act. Claimants can appeal any internal review decision issued by MPIC relating to a claimant's bodily injuries suffered in a motor vehicle accident that occurred on or after March 1, 1994.

EXPECTED RESULTS

It is estimated that the Commission will receive appeals from approximately 175 claimants.

Each claimant can appeal multiple decisions from MPIC. It is anticipated that the appeals received will account for 200 MPIC Internal Review decisions.

Fair and timely decisions.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8f

AUTOMOBILE INJURY COMPENSATION APPEAL COMMISSION

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	113.7	1.00	107.1
Professional/Technical	3.00	203.7	2.00	150.6
Administrative Support	5.00	174.4	3.00	127.2
Employee Benefits		69.3		45.0
	9.00	561.1	6.00	429.9
Other Costs and Benefits		92.6		24.6
Total Salaries and Employee Benefits	9.00	653.7 (1)	6.00	454.5
OTHER EXPENDITURES				
Transportation		8.0		3.5
Communications		16.0		11.5
Supplies and Services		233.3		60.5
- Office Space Rental	142.0		34.7	
- Professional Fees	74.5		10.0	
- Other	16.8		15.8	
Minor Capital		107.4		7.0
Other Operating		60.4		44.4
- Desktop and other Computer Services	30.0		21.0	
- Other	30.4		23.4	
Total Other Expenditures		425.1 (1)		126.9
TOTAL SUB-APPROPRIATION		1,078.8		581.4

1. Increase is due to provision of three FTEs, board member salaries and costs associated with increased workload.

SUB-APPROPRIATION 07-8g

RESIDENTIAL TENANCIES COMMISSION

OBJECTIVES

To provide prompt resolution on appeal of disputes between landlords and tenants that is fair, accessible, inexpensive, expeditious and amicable, in an informal administrative setting by a specialist tribunal.

ACTIVITY IDENTIFICATION

The Residential Tenancies Commission is a specialist tribunal which hears appeals from decisions and orders of the Director of the Residential Tenancies Branch under The Residential Tenancies Act.

Provides concise and easy to understand "Reasons for Decisions" regarding the outcome of an appeal.

EXPECTED RESULTS

It is expected that approximately 500 appeals involving disputes between landlords and tenants will be received and processed by the Residential Tenancies Commission during the year. The number of appeals to rent increase to be received and reviewed by the Residential Tenancies Commission is estimated to involve 12,000 rental units.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8g
RESIDENTIAL TENANCIES COMMISSION

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	100.3	1.00	102.8
Professional/Technical	1.00	58.0	1.00	56.5
Administrative Support	2.50	93.8	2.50	89.5
Employee Benefits		50.8		45.1
	4.50	302.9	4.50	293.9
Other Costs and Benefits		160.6		160.6
Total Salaries and Employee Benefits	4.50	463.5	4.50	454.5
OTHER EXPENDITURES				
Transportation		14.0		14.0
Communications		11.3		11.3
Supplies and Services		50.4		50.4
- Office Space Rental	31.6		31.6	
- Other	18.8		18.8	
Other Operating		29.4		29.4
- Desktop and other Computer Services	20.6		20.6	
- Other	8.8		8.8	
Total Other Expenditures		105.1		105.1
TOTAL SUB-APPROPRIATION		568.6		559.6

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8h

PUBLIC UTILITIES BOARD

OBJECTIVES

To exercise general supervision over the operations of public utilities in Manitoba, regulating rates, service practices and certain specified business operations of the various utilities under its jurisdiction.

To license persons providing pre-arranged funeral services and operators of certain cemeteries together with the authorizing of fees charged for such services.

To approve construction and operation of gas lines, investigate fires and explosions and audit pipeline safety procedures.

ACTIVITY IDENTIFICATION

Exercises regulatory authority under The Crown Corporations Public Review and Accountability Act of Manitoba Hydro and Manitoba Public Insurance Corporation.

Exercises regulatory authority under The Public Utilities Board Act of natural gas, propane distribution and all water and sewer utilities in the Province except for rate setting responsibilities for the City of Winnipeg operation.

Acts as an appellate tribunal in appeals under The Highways Protection Act from decisions of The Highway Traffic Board.

Administers The Prearranged Funeral Services Act and The Cemeteries Act.

Administers safety issues related to The Gas Pipe Line Act.

EXPECTED RESULTS

It is estimated that the Public Utilities Board will issue approximately:

- 200 Orders (decisions)
- 25 Licences under The Prearranged Funeral Services Act
- 150 Licences under The Cemeteries Act
- 10 Natural Gas Broker Licences

Audit disconnection activities of public utilities is expected to affect approximately 6,300 accounts.

Approximately 75,000 metres of pipeline construction and operation will be approved.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8h
PUBLIC UTILITIES BOARD

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	2.00	197.8	2.00	192.8
Professional/Technical	1.00	84.1	1.00	82.0
Administrative Support	4.23	124.2	4.23	168.7
Employee Benefits		50.0		54.1
	7.23	456.1	7.23	497.6
Other Costs and Benefits		49.5		49.5
Total Salaries and Employee Benefits	7.23	505.6	7.23	547.1
OTHER EXPENDITURES				
Transportation		32.0		32.0
Communications		25.8		27.5
Supplies and Services		510.4		513.1
- Office Space Rental	87.9		80.6	
- Professional Fees	384.0		384.0	
- Other	38.5		48.5	
Minor Capital		20.0		20.0
Other Operating		49.8		69.8
- Desktop and other Computer Services	28.6		28.6	
- Other	21.2		41.2	
Total Other Expenditures		638.0		662.4
TOTAL SUB-APPROPRIATION		1,143.6		1,209.5

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**		Estimates of Expenditure 2003/2004 $(000s)
7.9	9.	COSTS RELATED TO CAPITAL ASSETS	**4,220.1**		4,031.5
		Provides for the amortization and interest expense related to capital assets which include: - the department's share of amortization of Enterprise System total estimated project costs allocated to departments based on projected use; - the department's share of amortization of transition costs for the managed environment total estimated project costs allocated as a percentage of total units purchased; - amortization of hardware/software and other equipment acquisitions; and - interest expense on capital assets.			
		(a) Desktop Services			
		(1)Amortization Expense – Transition	**101.5**		101.5
		(2)Enterprise Software Licences	**201.1**		201.1
			302.6		302.6
		(b) Amortization Expense	**2,283.0**	(1)	2,137.2
		(c) Interest Expense	**1,634.5**	(1)	1,591.7
			4,220.1		4,031.5

1. Increase due to the amortization expense and interest costs of the integrated tax system assets and interest on the Residential Tenancies Branch Re-Engineering project under construction.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2003 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
7.10	10.	NET TAX CREDIT PAYMENTS	**49,733.2**	51,102.1
		Provides for the cost of provincial tax credit payments for property, personal amounts, pensioners' school tax assistance and political contributions as well as the related administration fee paid to the Federal government.		
		Manitoba Education Property Tax Credit	**179,400.2**	176,437.8
		Personal Tax Credit	**48,220.2**	48,575.3
		Pensioners' School Tax Assistance	**3,263.9**	3,112.4
		Political Contribution Tax Credit	**538.0**	1,146.8
		Environmentally Sensitive Areas Tax Credit	**100.0**	505.0
		Federal Administration Fee	**875.0**	875.0
			232,397.3	230,652.3
		Less: Recoverable from Education, Citizenship and Youth:		
		- Manitoba Education Property Tax Credit	**(179,400.2)**	(176,437.8)
		- Pensioners' School Tax Assistance	**(3,263.9)**	(3,112.4)
			(182,664.1)	(179,550.2)
			49,733.2	51,102.1

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
S	11.	PUBLIC DEBT (STATUTORY)	**238,681.5**	271,136.6
		Provides for required net cost of interest and related expenses payable with respect to the public debt of Manitoba.		
		(a) (1) Interest on the Public Debt of Manitoba and related expenses	**1,070,584.9**	1,160,452.6
		(2) Interest on departments' capital assets	**84,833.6**	81,865.6
		(3) Interest on Trust and Special Funds	**28,000.0**	47,500.0
			1,183,418.5	1,289,818.2
		(b) Less: Interest and Other Charges to be received from:		
		(1) Sinking Fund Investments	**(216,295.0)**	(231,900.0)
		(2) Manitoba Hydro	**(523,117.3)**	(560,320.9)
		(3) Manitoba Housing and Renewal Corporation	**(30,205.6)**	(31,671.9)
		(4) Manitoba Agricultural Credit Corporation	**(19,566.0)**	(20,220.9)
		(5) Other Government Agencies	**(11,710.4)**	(10,974.4)
		(6) Other Loans and Investments	**(59,009.1)**	(81,727.9)
		(7) Other Appropriations	**(84,833.6)**	(81,865.6)
			(944,737.0)	(1,018,681.6)
			238,681.5	271,136.6

PART 3

HISTORICAL INFORMATION

DEPARTMENT OF FINANCE
FIVE-YEAR EXPENDITURE AND STAFFING SUMMARY BY MAIN APPROPRIATION
FOR THE YEAR ENDING MARCH 31, 2005

	ACTUAL EXPENDITURES *						ADJUSTED VOTE		PRINTED ESTIMATES	
	2000/2001		2001/2002		2002/2003		2003/2004		2004/2005	
MAIN APPROPRIATION	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)
ADMINISTRATION AND FINANCE	33.00	2,132.6	33.00	2,213.0	33.00	2,175.6	33.00	2,006.1	**33.00**	**1,996.1**
TREASURY	25.00	1,705.2	25.00	1,476.5	25.00	1,563.5	25.00	1,719.0	**25.00**	**1,686.5**
COMPTROLLER	92.25	5,618.1	92.25	5,905.6	88.35	5,736.4	88.35	6,352.0	**85.35**	**6,420.3**
TAXATION	193.92	14,895.4	195.92	14,975.1	195.92	20,749.4	195.92	16,024.9	**194.50**	**15,329.4**
FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	27.75	2,218.2	29.25	3,509.7	29.25	3,113.3	29.25	2,638.7	**29.25**	**2,620.7**
INSURANCE AND RISK MANAGEMENT	5.29	349.1	5.29	358.3	5.20	362.4	5.20	391.3	**5.20**	**385.4**
TREASURY BOARD SECRETARIAT	65.00	4,663.0	66.00	4,789.8	66.00	4,667.4	66.00	5,484.7	**62.00**	**5,296.0**
CONSUMER AND CORPORATE AFFAIRS	121.51	8,188.2	123.51	8,482.2	122.01	8,374.4	125.01	9,563.5	**127.01**	**10,232.7**
COSTS RELATED TO CAPITAL ASSETS	-	1,013.2	-	1,074.4	-	2,414.5	-	4,031.5	**-**	**4,220.1**
SUBTOTAL	563.72	40,783.0	570.22	42,784.6	564.73	49,156.9	567.73	48,211.7	**561.31**	**48,187.2**
NET TAX CREDIT PAYMENTS	-	51,121.3	-	52,646.7	-	50,671.3	-	51,102.1	**-**	**49,733.2**
PUBLIC DEBT (STATUTORY)	-	510,722.8	-	394,841.9	-	321,419.3	-	271,136.6	**-**	**238,681.5**
TOTAL	563.72	602,627.1	570.22	490,273.2	564.73	421,247.5	567.73	370,450.4	**561.31**	**336,601.9**

* Actual expenditures have been adjusted for comparative purposes. Adjustments are for: i) the transfer of Consumer and Corporate Affairs to Finance in 2002/2003; and ii) the transfers in 2003/2004 of Legislative Building Information Systems, Enterprise System Management, Office of Information Technology and related Costs Related to Capital Assets to Energy, Science and Technology and the transfer of Human Resource Services from Transportation and Government Services and from Education and Youth. Public Debt actual expenditures have not been adjusted for the allocation of interest related to implementation of capitalization of infrastructure assets in 2004/2005.

DEPARTMENT OF FINANCE
FIVE-YEAR EXPENDITURE HISTORY
OPERATING APPROPRIATIONS, NET TAX CREDIT PAYMENTS & PUBLIC DEBT

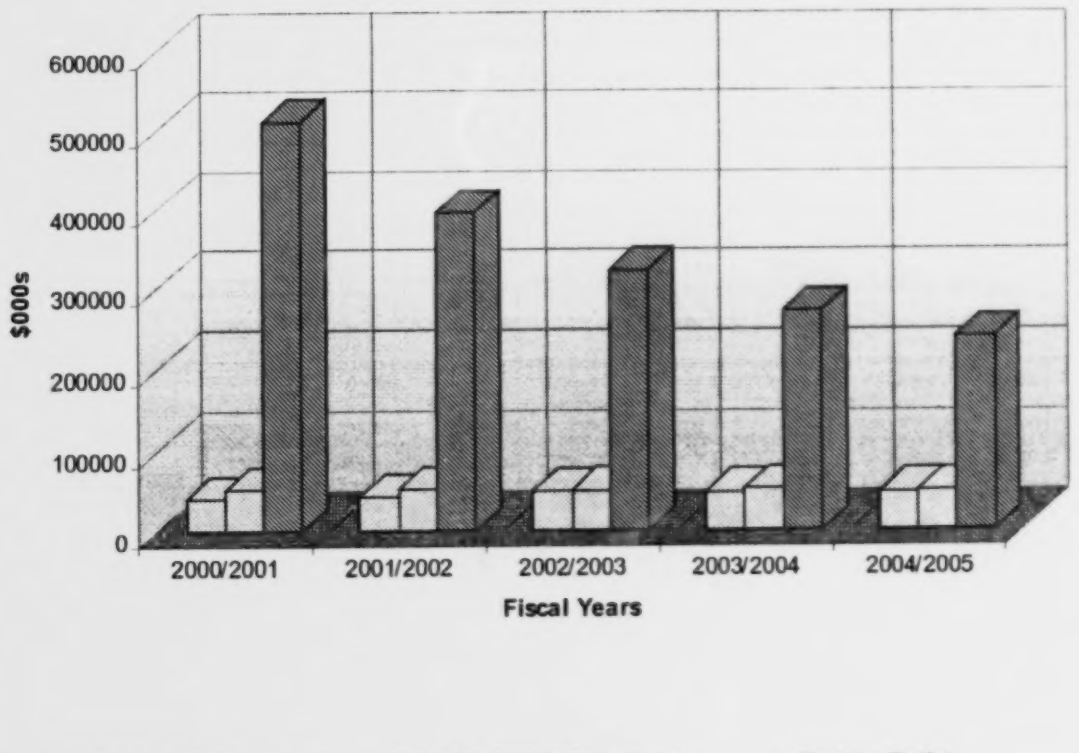
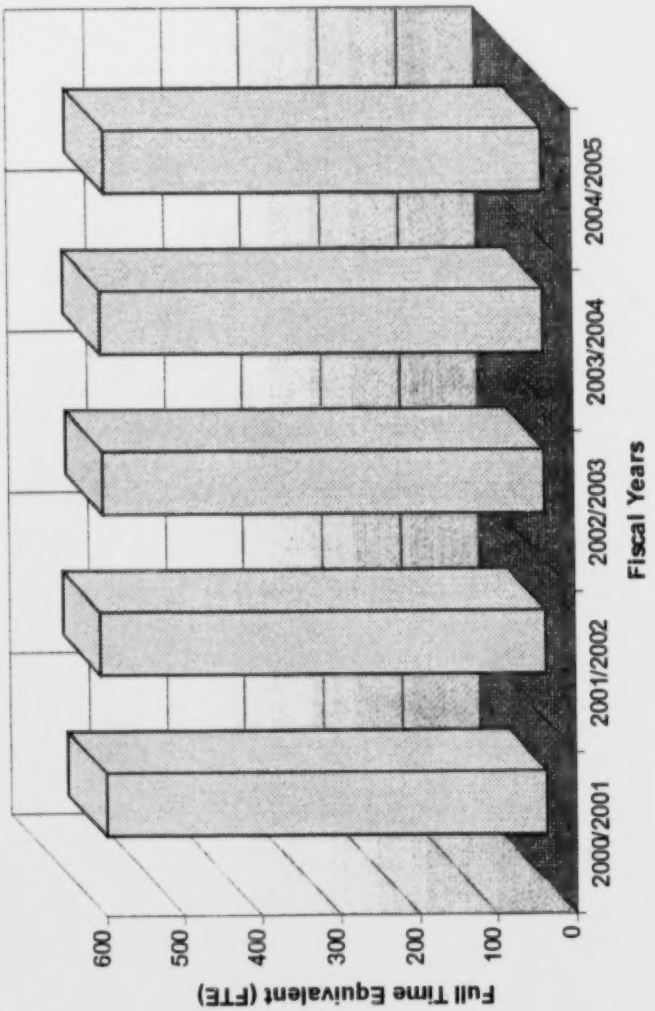


CHART 6

DEPARTMENT OF FINANCE
FIVE-YEAR STAFF HISTORY



PART 4

CAPITAL INVESTMENT
General Assets

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2004/2005 $(000s)**	Estimates of Expenditure 2003/2004 $(000s)
B.8	8.	CAPITAL INVESTMENT - General Assets	**700.0**	480.0
		Provides for the development costs required to support the implementation of departmental information technology systems.		
			700.0	480.0

CAPITAL INVESTMENT

SUB-APPROPRIATION B-8

GENERAL ASSETS

OBJECTIVES

To improve service delivery by replacing manual and paper intensive processes and by replacing multiple, unstable computer systems; and

To provide accurate and reliable statistics to help manage workload and to proactively address tenant and landlord needs.

ACTIVITY IDENTIFICATION

The review and improvement of business processes will be undertaken.

An integrated computer system to support new business processes and to develop and implement new statistical and management reports.

EXPECTED RESULTS

Service delivery (faster resolution of tenant/landlord issues) will be improved.

Multiple, unstable computer systems will be replaced.

Improved data success, timely workload and statistical information will be provided to management and staff.

	Estimates of Expenditure 2004/2005		Estimates of Expenditure 2003/2004	
	FTEs	**$(000s)**	FTEs	$(000s)
CAPITAL INVESTMENT - General Assets	-	700.0	-	480.0

PART 5

SPECIAL OPERATING AGENCIES

SPECIAL OPERATING AGENCIES

VITAL STATISTICS AGENCY

RESPONSIBILITY

Vital events occurring in Canada are required to be registered by Federal law. The Vital Statistics Agency is responsible for delivering mandated services to clients through administration of three major Acts: *The Vital Statistics Act, The Change of Name Act* and *The Marriage Act.* The Agency is mandated by these Acts to administer all matters pertaining to the registration of births, marriages, deaths, stillbirths, adoptions and legal changes of name. Vital Statistics maintains a permanent registry of vital event records and issues certificates and certified copies of vital events. The Agency also conducts administrative duties under *The Public Health Act, The Child and Family Services Act* and *The Family Maintenance Act.*

VISION

To strive for excellence through responsive and innovative delivery of Vital Statistics services.

MISSION

To provide the public with services related to Manitoba vital events in a manner which effectively meets all legislative requirements.

CRITICAL SUCCESS FACTORS

To ensure accurate and timely registration of vital events.

To ensure all legislative requirements are met with respect to compliance, privacy, safekeeping and authorized access to records and information.

To provide courteous, timely and cost-effective service.

To recover full costs for services and maximize sales opportunities.

MANDATE

To maintain the provincial registry for births, marriages, deaths and stillbirths; issue certificates and certified copies; and provide statistical reports and other related services to its customers in accordance with *The Vital Statistics Act.*

To register clergy and marriage commissioners as marriage ceremony officiates; appoint marriage commissioners; register marriage licence issuers; issue marriage licences; and recognize religious denominations for purposes under *The Marriage Act.*

To register, issue certificates and conduct searches for legal changes of name in accordance with *The Change of Name Act.*

To process applications for Orders Authorizing Disinterment pursuant to *The Public Health Act.*

To register adoptions; re-register births; amend records pursuant to *The Child and Family Services Act*; and amend parentage particulars of birth records pursuant to *The Family Maintenance Act.*

PRODUCTS AND SERVICES

Vital Statistics performs a broad range of activities and services that are primarily mandated under *The Vital Statistics Act, The Marriage Act* and *The Change of Name Act.* The agency maintains records and respective registries of vital events, changes of name and adoptions, through which the following products and services are provided:

- Small-size certificates for births, marriages and changes of name;
- Large-size certificates for births, marriages, deaths and changes of name;
- Certified copies of registration for birth, marriage, death, stillbirth and certificates of change of name;
- Record searches (including genealogical searches) and issuing search receipts;
- Amendment of records for corrections, adoptions and change of name;
- Delayed registrations;
- Compiling vital event data in list and statistics formats and providing statistical information for bona fide research;
- Issuing marriage licences;
- Obtaining Orders Authorizing Disinterment;
- Issuing Burial and Re-burial Permits;
- Providing the administrative framework to appoint clergy and commissioners to perform marriages; and
- Issuing Commemorative birth and marriage certificates.

2004/2005 KEY OBJECTIVES

Critical success factors relate to activities the Agency must undertake to ensure it operates at peak levels of efficiency and effectiveness. The 2004/2005 key objectives are detailed under the expected outcomes as follows:

• **Operations**	Continuous improvement in providing quality and responsive service;
• **Financial**	Run operations that are financially self-sustaining and according to best Business practices; Revenue sharing payments to the Province's Consolidated Fund;
• **Human Resources**	Follow best private and public sector employment practices with staff involvement;
• **Communications**	Effectively communicate with employees, customers, and other Stakeholders;
• **Management**	Ensure satisfying confidence of stakeholders; and Preserve and safeguard the government's assets of nearly four million records of vital events.

2004/2005 KEY CLIENT SERVICE PERFORMANCE TARGETS

- The client service performance targets are in keeping with the Agency's goals, which include "ensuring accurate and timely registration of vital events" and "providing courteous, timely and cost-effective service".

- Key targets for 2004/2005 (turnaround times in yearly average working days)

To register all vital events	7.0 days
To issue certificates and certified copies	12.0 days
To process corrections, changes of name, adoptions, delayed registration and disinternments	18.0 days
Processing of joint requests	3.0 days
Correspondence replies	3.0 days
Telephone enquiries (application status)	Immediate

VITAL STATISTICS AGENCY
PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2003 TO MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimates Revised	2004/2005 Estimates
ASSETS			
Current Assets:			
Cash and Short Term Deposits	256	101	58
Accounts Receivable	70	50	50
Inventory	48	30	30
Prepaid Expenses	16	20	20
	390	201	156
Other Assets:			
Receivable from Province of Manitoba	94	94	94
Capital Assets:			
At Original Cost	1,959	2,318	2,573
Less: Accumulated Amortization	1,230	1,433	1,636
	729	885	937
TOTAL ASSETS	1,213	1,180	1,187
LIABILITIES			
Current Liabilities:			
Accounts Payable	105	60	60
Accrued Liabilities	5	10	10
Accrued Vacation Entitlement	137	120	130
Accrued Salaries and Benefits	34	20	30
Unearned Revenue	131	100	90
	412	310	320
Long-Term Liabilities			
Severance Pay Liabilities	169	160	160
TOTAL LIABILITIES	581	470	480
EQUITY			
Retained Earnings	632	710	707
TOTAL LIABILITIES AND EQUITY	1,213	1,180	1,187

VITAL STATISTICS AGENCY
PRO-FORMA STATEMENT OF EARNINGS AND RETAINED EARNINGS
FOR THE FISCAL PERIODS ENDING MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimates Revised	2004/2005 Estimates
REVENUE			
Net Revenue	2,502	2,590	2,718
Cost Recoveries from Government Dept's.	185	140	140
Interest Income	7	0	0
TOTAL REVENUE	2,694	2,730	2,858
EXPENSES			
Salaries and Benefits:			
Employee Salaries	1,210	1,307	1,428
Employee Benefits	245	244	267
Total Salaries and Benefits	1,455	1,551	1,695
Operating Expenses:			
Accommodations	157	158	164
Advertising and Marketing	15	15	15
Office Equipment Support	32	35	35
Desktop/Information System Support	272	289	289
Gov't Department Charges	51	60	60
Office and Printed Material Supplies	131	130	120
Courier and Postage	122	125	120
Telecommunications	27	30	30
Professional Fees	19	30	30
Staff Development and Training	7	6	5
Miscellaneous Operating Expenses	22	20	20
Total Operating Expenses	855	898	888
Amortization	189	203	203
TOTAL EXPENSES	2,499	2,652	2,786
NET EARNINGS FOR PERIOD	195	78	72
RETAINED EARNINGS			
Beginning of Period	937	632	710
Revenue Sharing Payments to Province of Manitoba	500	0	75
RETAINED EARNING END OF PERIOD	632	710	707

VITAL STATISTICS AGENCY
PRO-FORMA STATEMENT CASH FLOW
FOR THE FISCAL PERIODS ENDING MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimates Revised	2004/2005 Estimates
CASH FROM (USED IN) OPERATING ACTIVITIES			
Net earnings for period	195	78	72
Items not involving cash			
Amortization of capital assets	189	203	203
	384	281	275
Changes in non-cash working capital balances			
Accounts receivable	(19)	20	0
Inventory	(5)	18	0
Prepaid expenses	3	(4)	0
Accounts payable	74	(45)	0
Accrued liabilities	0	5	0
Accrued vacation entitlements	16	(17)	10
Accrued salaries and benefits	9	(14)	10
Unearned revenue	10	(31)	(10)
	88	(68)	10
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of Capital Assets	(163)	(359)	(255)
CASH FLOWS FROM FINANCING ACTIVITIES			
Revenue sharing payment to Province of Manitoba	(500)	0	(75)
Province of Manitoba receivable	0	0	0
Severance pay liability	19	(9)	0
	(481)	(9)	(75)
CHANGE IN CASH AND SHORT TERM INVESTMENTS	(172)	(155)	(45)
CASH AND SHORT TERM INVESTMENTS, BEGINNING OF PERIOD	428	256	101
CASH AND SHORT TERM INVESTMENTS, END OF PERIOD	256	101	56

SPECIAL OPERATING AGENCIES

MANITOBA SECURITIES COMMISSION

BACKGROUND

The Manitoba Securities Commission was created under *The Securities Act* in 1968 as an independent agency that reported to the legislature through the Minister of Consumer and Corporate Affairs. On April 1, 1999, the Commission changed status and was established as a Special Operating Agency (SOA). Today, it is responsible for administering and enforcing *The Securities Act, The Commodity Futures Act, The Real Estate Brokers Act and The Mortgage Dealers Act*. As of the year ending 2002, the Commission now reports to the legislature through the Minister of Finance.

ROLE AND MISSION STATEMENT

The role and mission of the Commission is to act in the public interest to protect Manitoba investors and to facilitate dynamic and competitive capital and real estate markets that contribute to the economic development of Manitoba while fostering public confidence in those markets.

VISION STATEMENT

The vision of the Commission is to maintain and foster fair, efficient and transparent capital and real estate markets in Manitoba as well as public confidence in those markets.

RESPONSIBILITY

The Commission was created to regulate the financial and real estate markets and to promote growth, efficiency and integrity of the province's capital markets in an era when capital markets were far less complex. The responsibilities of the Commission have expanded from administration of *The Securities Act* and *The Real Estate Brokers Act* to include responsibility for *The Mortgage Dealers Act* and *The Commodity Futures Act*. The environment in which the Commission operates has significantly changed from a provincial perspective to regulation within a global economy.

The Commission's mandate is to act in the public interest to protect Manitoba investors and to facilitate the raising of capital while maintaining fairness and integrity in the securities marketplace. Similarly, its real estate industry mandate is to regulate brokers, salespeople, and mortgage dealers to ensure adequate standards are maintained for the protection of the public.

CRITICAL SUCCESS FACTORS

The Commission has identified six critical success factors that continue to be necessary to fulfill its mandate. They are:

- Maintaining access to adequate resources to allow timely reaction to market forces and proactive regulation of market participants;
- Maintaining staffing levels and staff expertise;
- Effective management of resources available to the Commission;
- Development of a clear, results-oriented performance framework for accurate planning and measurement of achievements;
- Maintaining and improving stakeholder consultation; and
- Maintaining Commission independence as a quasi-judicial body.

PERFORMANCE MEASUREMENT – BALANCED SCORECARD

The balanced scorecard is broken down into four broad perspectives being financial, stakeholders, internal, and growth and learning. Presented below are the key objectives of each perspective as defined by the Commission.

Financial Perspective

- To carry out our operations as a financially responsible and sound SOA by utilizing assets effectively and efficiently.

Stakeholder Perspective

- Protect and educate the public through the development and delivery of educational and informational programs.
- Provide efficient and effective services to registrants and issuers by way of improved technologies, continuous review of Rules and Regulations, and the consistent application of these rules.
- Ensure the Commission provides the government with timely and clear disclosures, sound fiscal management, and maintains independence through policy development and decision making.
- Participate and cooperate with other regulators to ensure the Commission's representation across Canada.

Internal Perspective

- Develop and maintain a superior knowledge base of codification of rules and policies, upholding contact with public and industry stakeholders, and emphasizing internal communications.
- Process stakeholder service requests efficiently and effectively through coordination of staff skills and surveys.
- Utilize technology to enhance business process performance by continually developing information systems.

Learning and Growth Perspective

- To enhance employee capabilities through increased staff involvement and increased internal and external training.
- To improve employee motivation and productivity by understanding motivational factors, measuring employee satisfaction, and recognize employee input.

MANITOBA SECURITIES COMMISSION
PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2003 TO MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimates Revised	2004/2005 Estimates
ASSETS			
Current Assets:			
Cash and Short Term Deposits	3,080	2,685	265
Accounts Receivable	35	15	15
Prepaid Expenses	25	20	20
	3,140	2,720	300
Restricted Short-Term Deposits	1,000	1,000	1,000
Due from Province of Manitoba	269	269	269
Capital Assets:			
At Original Cost	983	1,072	1,103
Less: Accumulated Amortization	681	869	929
Net Book Value	302	203	174
TOTAL ASSETS	4,711	4,192	1,742
LIABILITIES			
Current Liabilities:			
Accounts Payable	0	0	0
Accrued Liabilities	6	25	25
Accrued Vacation Entitlement	195	182	149
Accrued Salaries and Benefits	47	59	68
Current Portion of Long Term Debt	0	0	0
	248	266	242
Severance Pay Liabilities	164	173	202
Pension Liabilities	0	0	0
TOTAL LIABILITIES	412	439	444
EQUITY			
Reserve Fund	1,000	1,000	1,000
Retained Earnings	3,299	2,753	298
TOTAL EQUITY	4,299	3,753	1,298
TOTAL LIABILITIES AND EQUITY	4,711	4,192	1,742

MANITOBA SECURITIES COMMISSION
PRO-FORMA STATEMENT OF EARNINGS
AS AT MARCH 31, 2003 TO MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimates Revised	2004/2005 Estimates
REVENUE			
Fees	8,442	8,492	8,161
Interest	130	59	38
Miscellaneous	4	0	0
TOTAL REVENUE	8,576	8,550	8,199
EXPENSES			
Salaries and Benefits	2,101	2,235	2,340
Staff Development and Training	18	34	35
Professional Memberships and Dues	10	11	12
Premises	140	148	150
Departmental Services	53	59	78
Desktop Services	197	158	115
Information Systems Support	82	135	257
Professional Fees	87	67	94
CSA Initiatives	41	44	124
Travel	66	65	70
Telecommunications	59	65	69
Office Materials and Supplies	88	91	108
Education/Information Initiatives	26	50	84
Amortization	185	188	60
Research Resources	30	24	33
Miscellaneous	22	22	26
TOTAL EXPENSES	3,196	3,396	3,655
NET EARNINGS FOR PERIOD	5,380	5,154	4,545

MANITOBA SECURITIES COMMISSION
PRO-FORMA STATEMENT OF RETAINED EARNINGS
AS AT MARCH 31, 2003 TO MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimates Revised	2004/2005 Estimates
RETAINED EARNINGS			
Beginning of Period	3,514	3,299	2,753
Net Earnings for the Period	5,380	5,154	4,545
TOTAL RETAINED EARNINGS	8,894	8,453	7,298
DISPOSITION OF SURPLUS OPERATING FUNDS			
Reserve Fund	95	0	0
Current Period Disposition of Surplus Operating Funds	5,500	5,700	7,000
TOTAL DISPOSITION OF SURPLUS OPERATING FUNDS	5,595	5,700	7,000
END OF PERIOD RETAINED EARNINGS	3,299	2,753	298

MANITOBA SECURITIES COMMISSION
PRO-FORMA CASH FLOW STATEMENT
AS AT MARCH 31, 2003 TO MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimates Revised	2004/2005 Estimates
CASH PROVIDED (USED) BY:			
OPERATING ACTIVITIES			
Operations:			
Net earnings for period	5,380	5,154	4,545
Items not involving cash			
Amortization of capital assets	185	188	60
Funds Provided by Operations	5,565	5,342	4,605
Changes in non-cash working capital balances			
Accounts receivable	52	20	0
Due from Province of Manitoba	0	0	0
Prepaid expenses	5	5	0
Accounts payable	0	0	0
Accrued liabilities	(41)	19	0
Accrued vacation entitlements	36	(13)	(33)
Accrued salaries and benefits	9	12	9
Pension liability	0	0	0
Severance pay liability	1	9	29
Funds Provided by Change in Non-Cash Working Capital Balance	62	52	5
INVESTING ACTIVITIES			
Acquisition of Capital Assets	0	(89)	(31)
Transfer to Restricted Short-Term Deposits	(95)	0	0
Funds Provided by Change in Investing Activities	(95)	(89)	(31)
FINANCING ACTIVITIES			
Disposition of Surplus Operating Funds	(5,500)	(5,700)	(7,000)
Repayment of Long-Term Debt	0	0	0
Funds Provided by Change in Financing Activities	(5,500)	(5,700)	(7,000)
INCREASE/(DECREASE) IN CASH POSITION	32	(395)	(2,421)
CASH, BEGINNING OF PERIOD	3,048	3,080	2,685
CASH, END OF PERIOD	3,080	2,685	265

SPECIAL OPERATING AGENCIES

THE PROPERTY REGISTRY

BACKGROUND

The Property Registry became a Special Operating Agency April 1, 1997. The agency merges two distinct registries, the Land Titles Office and The Personal Property Registry. The Land Titles Office administers the provincial systems of land holding in accordance with *The Real Property Act, The Registry Act* and other related *Acts*, and maintains the written and drawn legal descriptions of all land in the Province of Manitoba. The Personal Property Registry records and provides information for the public concerning corporate securities appointment of receivers and security interests in collateral in accordance with *The Personal Property Security Act*. It provides a central registry for liens having priority under various provincial statutes.

MANDATE

The Registry's main function is to provide certification of titles to land, maintain land records and provide reliable information of financial interests in personal property to the public.

MISSION STATEMENT

To operate modern, efficient, accessible registries which provide quality, assured and reliable information on interests in real and personal property.

ONGOING GOALS

The ongoing goals of the Registry are to:

- Ensure accurate, orderly and timely registration of documents;
- Maintain the integrity of the system by ensuring proper adherence to all legal, survey and statutory requirements, including issuance of titles and maintenance of the survey fabric;
- Provide cost-effective services.

CRITICAL SUCCESS FACTORS

- Foster continuous improvement in providing quality and responsive service;
- Provide accountable, fiscally responsible management;
- Follow best private and public sector employment practices with staff involvement;
- Develop strategic information systems, enabling information technology that serves the Registry's business requirements.

PRODUCTS AND SERVICES

- Reliable and secure title information and issuing certificates of title ownership;
- Professional advice relating to land and interests in land;
- Administers mortgage sale and tax sale proceedings and real property applications;
- Records information about interests in collateral;
- Information records and certificates about The Property Registry;
- Administers and collects land transfer tax on behalf of the Minister of Finance;
- Title information to the City of Winnipeg and to the Province.

KEY OBJECTIVES

Marketing

- To achieve the identified performance targets for processing work;
- To diversify and enhance products and services;
- To determine client needs and satisfaction.

Operations and Site Management

- To improve current facilities and reduce costs, long term.

Financial

- To provide accountable, fiscally responsible management;
- To continue to collect appropriate level of fees and taxes;
- To maintain Province's net revenue position;
- To ensure net income and financial viability.

Records Preservation

- To preserve existing paper records of the Land Titles Office and all electronic records of the Registry.

Human Resources

- To stabilize employee job status;
- To improve employee knowledge and skills.

Information Technology

In partnership with the Better Systems Initiative (BSI), the Registry will deliver service by:

- Continuing enhancement of the new Personal Property Registry System;
- Continuing automation of the Land Titles Office;
- Enhancement of the survey indices and plan conversion project.

2004/2005 KEY TARGETS

- Turnaround time in calendar days (yearly average)

Land Titles registrations	5 days electronic (Winnipeg) 3 days electronic (Regional)
Surveys registration	7 days
Survey examinations	7 days
Public searches (Land Titles Offices)	1 day

- Personal Property Registrations

Printed	5 days
Electronic	1 day

- Searches

Printed	1 day
Electronic	same day

THE PROPERTY REGISTRY

Projected Balance Sheet
As at March 31 for the years 2003 to 2004/2005
(in thousands of dollars)
Unaudited

	2002/2003 Actual	2003/2004 Revised Estimates	2004/2005 Estimates
Assets			
Current assets			
Cash and short-term investments - operations	6,966.7	6,293.1	3,324.8
Investments - pension provision	0.0	0.0	0.0
Customer account deposits	1,161.5	1,100.0	1,100.0
Accounts receivable	102.8	100.0	100.0
Prepaid expenses	53.8	50.0	50.0
Total current assets	8,284.8	7,543.1	4,574.8
Long-term investments and amounts due from the Province of Manitoba			
Uncollected cost recovery	0.0	0.0	0.0
Severance payable	1,076.2	1,076.2	1,076.2
Vacation payable	546.1	546.1	546.1
	1,622.3	1,622.3	1,622.3
Capital assets, net of accumulated amortization	345.7	333.7	662.5
TOTAL ASSETS	10,252.8	9,499.1	6,859.6
Current liabilities			
Working capital loan/Bank indebtedness			
Accounts payable and accrued liabilities	280.4	280.0	280.0
Customer account deposits liability	1,163.5	1,100.0	1,100.0
Severance payable	316.0	256.0	256.0
Vacation payable	708.5	700.0	700.0
Current portion of capital lease obligations	18.1	18.1	18.0
Land titles assurance fund	33.9	0.0	0.0
Total current liabilities	2,520.4	2,354.1	2,354.0
Accrued pension costs	0.0	0.0	0.0
Long-term obligations under capital lease	25.4	44.0	26.0
Long-term severance payable	947.9	860.0	860.0
Total Liabilities	3,493.7	3,258.1	3,240.0
Net Assets			
Equity contribution by Province	0.0	0.0	0.0
Revenue Fluctuation Reserve	1,645.3	1,620.0	1,685.0
Systems Upgrade Reserve	0.0	0.0	0.0
Retained earnings	5,113.8	4,621.0	1,934.6
Total Net Assets	6,759.1	6,241.0	3,619.6
TOTAL LIABILITIES AND NET ASSETS	10,252.8	9,499.1	6,859.6

THE PROPERTY REGISTRY

Projected Statement of Income and retained earnings
For the fiscal years ending March 31, to
(In thousands of dollars)
Unaudited

	2002/2003 Actual	2003/2004 Revised Estimates	2004/2005 Estimates
Revenues			
Land transfer tax	15,373.5	15,000.0	15,032.9
Fee revenue - Land titles	9,883.7	9,900.0	10,296.6
Fee revenue - Personal property registry	5,862.0	5,594.0	5,769.0
Cost recoveries - Administration of Land transfer tax	0.0	0.0	0.0
Cost recoveries - Services to Provincial departments	324.8	329.4	311.0
Salary recoveries	264.4	264.9	283.5
Interest income	116.5	109.9	192.4
Total revenues	31,826.9	31,198.2	31,885.4
Less: Tax revenues collected on behalf of Province	(15,373.5)	(15,000.0)	(15,032.9)
Net revenues	16,453.4	16,198.2	16,852.5
Expenses			
Salaries and employee benefits	7,045.2	7,658.4	8,043.5
Pension expense	382.1	394.6	415.1
Bad debt expense	0.4	2.0	2.0
Better Methods SAP expense	19.4	21.0	26.0
BSI allocated costs	1,593.4	1,600.0	1,353.2
Computer processing - ISM	280.9	290.0	303.0
Computer processing - telecommunications	6.8	10.0	10.0
Contributed services	4.3	235.1	235.1
Department services	209.1	88.7	127.0
Desktop services	391.3	580.2	673.2
Equipment lease	49.8	70.7	80.2
Field inspections	0.0	15.0	15.0
Insurance	3.2	5.0	10.0
Interest and bank charges	24.8	23.5	35.0
Market development cost	2.9	12.5	14.5
Occupancy costs	796.6	690.2	755.6
Office supplies and printing	195.3	215.0	262.5
POS initiative costs	0.0	30.0	0.0
Postage and delivery	203.3	218.5	233.6
Professional fees	28.2	44.0	44.0
Publications and subscriptions	20.6	26.5	29.5
Records preservation program gross expense	193.5	197.0	253.6
Repairs and maintenance	79.1	95.0	98.0
SOAFA annual levy	1.4	2.0	2.0
Special surveys	70.2	83.0	90.0
Survey remonumentation program	150.5	150.0	150.0
Telephone	78.7	88.0	91.0
Training and staff development	42.5	81.9	141.3
Travel	33.5	61.5	48.0
Amortization	168.2	217.0	332.0
Loss on disposal of capital assets	0.0	0.0	0.0
Total Expenses	12,075.2	13,216.3	13,873.9
Net Earnings	4,378.2	2,981.9	2,978.6
Retained earnings, beginning of year	2,419.7	5,113.8	4,621.0
Prior Period Adjustment regarding BSI	943.2	0.0	0.0
Required Revenue Fluctuation Reserve	(131.5)	25.3	(65.0)
Transfer of surplus funds to Province	(2,495.8)	(3,500.0)	(5,600.0)
Retained earnings, end of year	5,113.8	4,621.0	1,934.6

THE PROPERTY REGISTRY

Projected Statement of Cash Flows
For the fiscal years ending March 31, to
(in thousands of dollars)
Unaudited

	2002/2003 Actual	2003/2004 Revised Estimates	2004/2005 Estimates
Cash flows from (used in) Operating activities			
Net earnings	4,378.2	2,981.9	2,978.6
Item not affecting cash:			
Amortization	168.2	217.0	332.0
	4,546.4	3,198.9	3,310.6
Net change in non-cash operating working capital			
Customer account deposits	87.2	61.5	0.0
Accounts receivable	(8.9)	2.8	0.0
Accounts receivable - departments	11.4	0.0	0.0
Prepaid expenses	5.6	3.8	0.0
Due from Province of Manitoba - Vacation Payable	0.0	0.0	0.0
Due from Province of Manitoba - Severance Liability	0.0	0.0	0.0
Due from Province of Manitoba - Pension adjustment	0.0	0.0	0.0
Accounts payable and accrued liabilities	(914.1)	(0.4)	0.0
PPA for BSI accrual	943.2	0.0	0.0
Vacation payable	(84.5)	(8.5)	0.0
Customer account deposit liability	(89.5)	(63.5)	0.0
Current portion of capital lease obligations	1.8	0.0	(0.1)
Land titles assurance fund net deposits	1.1	(33.9)	0.0
Severance payable - current portion	60.6	(60.0)	0.0
Accrued pension costs	0.0	0.0	0.0
Long-term obligations under capital leases	(18.1)	18.6	(18.0)
Severance payable - long term portion	(14.0)	(87.9)	0.0
	0.0	0.0	0.0
	4,528.2	3,031.4	3,292.5
Cash flows from (used in) Investing activities			
Additions to computer equipment	(58.4)	(100.0)	(279.0)
Additions to office equipment	(58.6)	(50.0)	(50.0)
Additions to leasehold improvements	(1.8)	(55.0)	(331.8)
	(118.8)	(205.0)	(660.8)
Cash flows from (used in) Financing activities			
Equity contribution by Province	0.0	0.0	0.0
Cost recovery collection deferral	0.0	0.0	0.0
Revenue sharing to Province	(2,495.8)	(3,500.0)	(5,600.0)
	0.0	0.0	0.0
	(2,495.8)	(3,500.0)	(5,600.0)
Net increase (decrease) in cash	1,913.6	(673.6)	(2,968.3)
Cash and short-term investments, beginning of year	5,053.1	6,966.7	6,293.1
Cash and short-term investments, end of year	6,966.7	6,293.1	3,324.8

COMPANIES OFFICE

GOALS AND MISSION

The Office's mission and goals are reflected in its mission statement:

> The Companies Office is the Manitoba registry of businesses and corporations, where employees strive to exceed customer expectations through the delivery of quality cost-effective services.

ORGANIZATIONAL VALUES

The mission statement is supported by the following organizational values:

Human Resources

Belief in our staff is demonstrated by our commitment to:

- Fostering employee education and training;
- Building and encouraging staff team work, job satisfaction, morale and staff empowerment;
- Encouraging and acknowledging activities and contributions.

Service Delivery

Service excellence is demonstrated by our commitment to:

- Encouraging innovative ideas for continuous improvement;
- Delivering timely and concise information in a courteous manner.

Planning

Long and short term planning is demonstrated by:

- Having clear objectives for the Office;
- Multi-year budgeting;
- Periodically conducting a formalized Strategic Planning session.

Technological Innovations

The Office's belief in technology is demonstrated by:

- Working towards Internet availability of the Office's products and services;
- Keeping in step with future advances in information technology.

SUMMARY OF COMPANIES OFFICE GOALS

Summary of the Product and Service Plan goals:

- Definition sheet of uncommon listings on Companies Office System;
- Download Companies Office System Information into Microsoft ™ Access Database on a quarterly basis;
- Hold one client impact meeting;
- Pursue sustainable development goals;
- That certain Office fees increase effective July 1, 2004;
- Research amendments to The Corporations Act.

Summary of the Human Resource Plan goals:

- To develop a committee committed to reviewing business processes susceptible to errors and identify process improvements;
- To explore the possibility of providing staff with a short-term exchange program with another office capable of providing the employee with learning opportunities that would benefit the Office and enhance the information provided to customers;
- To implement the knowledge measurement plan;
- To continue to provide creative ways to communicate with staff and clients as to changes.

Summary of the Performance Framework Plan:

- The Office will maintain its Performance Framework Reporting.

Summary of Quality Service goals:

- The Office will maintain its continuous improvement program.

Summary of Information Technology Management Plan:

- That the office will prepare a submission providing details of its system redevelopment plans, probable costs and funding scenarios by August 31, 2004;
- That the Hub Administration unit will require a budget of $386,800.

Summary of Financial Management Plan goals:

- Fund Information Technology Plan;
- Fund Human Resource Plan;
- Fund Product and Service Plan;
- Contribute $1,500 to Consolidated Revenue Fund;
- Prepare reports required by SOA.

PERFORMANCE FRAMEWORK PLAN

The Office chose the Balanced Scorecard approach to performance measurement. Implemented in 1996, the plan has a baseline determined largely in the 1996/1997 fiscal year. The performance measures are monitored quarterly and circulated so that all staff will be aware of the progress towards the Office's goals.

BALANCE SCORECARD PERFORMANCE FRAMEWORK

The Balanced Scorecard Performance Framework translates the Office's Mission Statement into performance targets under four headings. The headings represent a balance between external measures and internal measures.

External measures: Financial
Customer Satisfaction

Internal measures: Learning and Growth
Business Processes

To be sure the Office is achieving its articulated Mission, performance indicators have been determined in each of the four headings as follows:

1) CUSTOMERS (to achieve our vision, how should we appear to our customers)					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to reach the objective)	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE March 31, 1997 (except as noted)	PROJECTED March 31, 2004	PERFORMANCE TARGETS (goals based on measures) March 31, 2005
Exceed customers' expectations by providing quality service.	Provide service which: 1) is prompt	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	71% (Sept./00) (very satisfied)	80% (very satisfied)	80% (very satisfied)
	2) provides requested information	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	84% (Sept./00) (very satisfied)	90% (very satisfied)	90% (very satisfied)
	3) provides service which is without error.	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	76% (Sept./00) (very satisfied)	85% (very satisfied)	85% (very satisfied)
	Provide new customer service and products	Ongoing development of new product or service.	Four	Two	One

2) BUSINESS PRACTICES (To satisfy our customers, what business processes must we exceed at)					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to reach the objective)	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE March 31, 1997 (except as noted)	PROJECTED March 31, 2004	PEFORMANCE TARGETS (goals based on measures) March 31, 2005
To process customer service requests in an efficient and effective manner.	Employ strategies that will decrease cycle time.	Cycle time for processing: - Business documents - Corporate documents - Annual Returns	(Six month baseline as of Sept. 1997) documents processed: a) Business Name Registrations: 3 working days a) Incorporations: 3 working days. b) Annual Returns: 11 working days.	Documents processed: a) Business Name Registrations: 2.5 working days b) Incorporations: 2.5 working days c) Annual Returns: 7 working days	a) Business Name Registrations: 2.5 working days b) Incorporations: 2.5 working days c) Annual Returns: 6.5 working days
		Percentage of customers that file Name Reservations online.	Full year of stats not yet available.	60%	60%
		Percentage of customers that receive Name Reservations by e-mail/fax	Full year of stats not yet available.	60%	65%
	To exceed customer expectations by providing personal telephone services that were: 1) courteous and friendly 2) provide by knowledgeable and competent staff. 3) responsive to your needs.	% of customers surveyed that rate the personal telephone service as very satisfied. (Q3 on Tell Us How We Are Doing Forms – Telephone Survey)	63% (Sept./00)	85% (very satisfied)	85% (very satisfied)

3) LEARNING AND GROWTH: (to achieve our vision, how will we sustain out ability to change and improve).					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to achieve the objective)	PERFORMANCE TARGETS (indicators to gauge success factors)	BASELINE March 31/97 (except as noted)	PROJECTED March 31, 2004	PERFORMANCE TARGETS (goals based on measures) March 31, 2005
To have a well trained, knowledgeable staff.	Implement a human resource development plan with individual and corporate development plans.	% of employees attending training.	76%	100% staff attend at least one course of direct benefit to Office.	100% of staff attended one course of direct benefit to Office.
			Staff attended two in-house training courses	Staff attend 12 in-house training courses.	Staff attend 12 in-house training sessions.
		% of staff who achieve 90% on knowledge measurement assessment	No prior history	Not measured	90%
To have a motivated staff.	Implement a reward and recognition program tied to SOA goals.	% of staff contributing to BEST and SOA goals.	78%	80% of staff receive certificate of recognition confirming involvement of Best Committee or SOA goals and BSI process improvement.	80% of staff receive certificate of recognition confirming involvement in BEST Committee, SOA goals and BSI process improvement.
	Operation of the Fun Committee.	Events that contribute to staff morale.	5 events.	Holding of 4 events in the year.	6 events.
To have staff with a demonstrated ability to effect change.	Maintaining a work environment that encourages suggestions for improvement and uses them to effect change.	Number of staff suggestions that are revenue enhancing, money saving or improvements to customer service that are implemented.	26 suggestions, 9 of which were implemented.	20 suggestions, 12 of which are implemented.	20 suggestions, 12 of which are implemented.
To have a comfortable working environment	- functional work stations - low noise level - well lit, clean office	% of staff surveyed who view working environment as good or excellent.	34%	90%	90%

COMPANIES OFFICE BALANCED SCORECARD PERFORMANCE FRAMEWORK					
4) Financial (to succeed financially, we need to achieve)					
OBJECTIVES	CRITICAL SUCCESS FACTORS: (things that have to go right to achieve the objective	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE Mar. 31, 1997 (except as noted)	PROJECTED Mar. 31, 2004	PEFORMANCE TARGETS (goals based on measures) March 31, 2005
Operate as a financially sound SOA	Possess assets to facilitate business development	Profit	Three Year Average $1,819	$72	$719
		Revenue Contribution	$1,000	$800	$1,500

COMPANIES OFFICE
PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2003 TO MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimate Revised	2004/2005 Estimate
ASSETS			
Current Assets			
Cash and short-term investments	1,737.0	1,735.0	982.0
Accounts receivable	92.0	92.0	92.0
Prepaids	15.0	15.0	15.0
Total Current Assets	1,844.0	1,842.0	1,089.0
Other Assets			
Receivable from Province of Manitoba	218.0	218.0	218.0
Capital Assets	85.0	66.0	58.0
TOTAL ASSETS	2,147.0	2,126.0	1,365.0
CURRENT LIABILITIES			
Accounts payable and accrued	70.0	70.0	70.0
Accrued vacation	149.0	149.0	149.0
Total Current Liabilities	219.0	219.0	219.0
Long-term Liabilities			
Severance pay benefits	206.0	226.0	246.0
Retained Earnings	1,722.0	1,681.0	900.0
TOTAL LIABILITIES	2,147.0	2,126.0	1,365.0

COMPANIES OFFICE

PRO-FORMA STATEMENT OF EARNINGS AND RETAINED EARNINGS
AS AT MARCH 31, 2003 TO MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimate Revised	2004/2005 Estimate	
REVENUE				
Fees and Services	4,648.0	4,600.0	4,975.0	
Gazette Advertising	(19.0)	-	-	
Interest	33.0	20.0	4.0	
Total Revenue	4,662.0	4,620.0	4,979.0	
EXPENSES				
Salaries and Employee Benefits	1,397.0	1,402.0	1,498.0	
Accounting/Consulting	16.0	16.0	18.0	
Amortization	18.0	24.0	25.0	
Audit	4.0	5.0	5.0	
Bad Debts	2.0	2.0	2.0	
BSI Cost Allocation	1,237.0	1,271.0	1,421.0	
Bank Charges	11.0	12.0	15.0	
Communications	29.0	31.0	31.0	
Conversion/Implementation	88.0	90.0	-	
Computer	75.0	94.0	94.0	
Debt Services	30.0	32.0	33.0	
Desktop Mgt – Support Costs	108.0	120.0	120.0	
Disaster Recovery	-	50.0	50.0	(1)
Equipment Maintenance	7.0	9.0	9.0	
Insurance	9.0	11.0	16.0	
Legal Services	11.0	35.0	40.0	
Miscellaneous	8.0	15.0	16.0	
Manitoba Business Links	-	200.0	387.0	(2)
NUANS	142.0	160.0	165.0	
Accommodations	121.0	123.0	126.0	
Payroll Processing	17.0	28.0	28.0	
P.O.S. Licence Fees	-	-	38.0	
Postal/Courier	44.0	42.0	42.0	
Programmers	27.0	37.0	27.0	
SOA Levy	-	1.0	1.0	
Stationery	43.0	43.0	45.0	
Transportation	5.0	8.0	8.0	
Total Expenses	3,449.0	3,861.0	4,260.0	
NET EARNINGS FOR THE PERIOD	1,213.0	759.0	719.0	
RETAINED EARNINGS, Beginning of Year	1,509.0	1,722.0	1,681.0	
Revenue Share to Province of Manitoba	1,000.0	800.0	1,500.0	
RETAINED EARNINGS, End of Year	1,722.0	1,681.0	900.0	

1. Implementation of a Document Management System.
2. Represent costs associated with setting up the administration of the new Manitoba Business Links System.

COMPANIES OFFICE

PRO-FORMA STATEMENT OF CHANGES IN FINANCIAL POSITION
AS AT MARCH 31, 2003 TO MARCH 31, 2005
($000's)

	2002/2003 Actual	2003/2004 Estimate Revised	2004/2005 Estimate
CASH FLOW FROM (USED) OPERATING ACTIVITIES			
Net Earnings for Year	1,213.0	759.0	719.0
Amortization – Capital Assets	18.0	24.0	25.0
Severance Pay Expenses	11.0	20.0	20.0
	1,242.0	803.0	764.0
Net changes in non cash operating working capital			
Accounts payable and accrued liabilities	11.0	-	-
Accounts receivable	16.0	-	-
Prepaid expenses	1.0	-	-
Accrued vacation	9.0	-	-
	1,279.0	803.0	764.0
CASH FLOW FROM INVESTING ACTIVITIES			
Acquisition of Capital Assets			
Change in Deferred Contribution Province	(44.0)	(5.0)	(17.0)
	(44.0)	(5.0)	(17.0)
CASH FLOW FROM FINANCING ACTIVITIES			
Change in Accrued Pension Liability			
Revenue Share to Province of Manitoba	(1,000.0)	(800.0)	(1,500.0)
	(1,000.0)	(800.0)	(1,500.0)
Net Increase(Decrease) in Cash	235.0	(2.0)	(753.0)
Opening Cash Balance	1,502.0	1,737.0	1,735.0
CLOSING CASH BALANCE	1,737.0	1,735.0	982.0

PART 6

GLOSSARY

GLOSSARY

Cost Element

A cost element is a classification of expenditures according to the nature of expense such as salaries, supplies and services, etc., which identifies the object of expenditure out of appropriation funds. The government accounting system tracks expenditures according to the following cost element groups:

Cost Element Group	Group Components
Salaries	Regular Earnings, Other Earnings (overtime, shift premium), Ministers and Members of the Legislative Assembly, Fringe Benefits, Other (Worker's Compensation Allowance, Supplement), Health and Education Tax Levy, Benefit Chargeback.
Grants and Transfer Payments	Discretionary Grant, Nondiscretionary Grant, Transfer Payment, Valuation Allowance, Capital Grant.
Transportation	Vehicles, Aircraft, Other (Taxi, Bus, Freight, Rail), Travel Agency Fees, Freight/Courier.
Communication	Telephone, Electronic Communication Services, Postal Services, Advertising/Program Promotion, Radio Systems, Other.
Supplies and Services	Operating Supplies, Materials, Office Supplies, Maintenance, Other Services, Rentals, Professional Services, Utilities, Other Fees.
Public Debt	Credit/Debit Card Fees, Gain/Loss on Foreign Exchange, Interest on Debt, Discount on Debt, Amortization - Debt, Interest Charges, Other Charges.
Minor Capital	Land, Buildings, Vehicles, Machinery & Equipment, Computers, Furniture, Leasehold Improvements, Loss on Sale of an Asset, Amortization Expense.
Other Operating	Accommodations, Food and Beverage, Computer Related Charges, Insurance Costs, Publications, Allowances and Other Financial Compensation, Other Personnel Costs (relocation/transfer costs), Other Operating (membership fees, hospitality, employee training, uniforms, conference/ convention registration fees, incidental allowances), Imputed Surcharges.
Financial Assistance and Related Costs	Clothing for Citizens, Fees and Services, Assistance Payments (food, shelter, allowances, utilities), Transportation, Health, Special Needs.

Employee Benefits

Costs incurred by government for its contributions to the Employment Insurance Program, Canada Pension Plan, Group Life Insurance Plan, Ambulance, Hospital Semi-Private Plan, as well as costs related to pension liability for new employees, and payments made under the Dental Plan, Long-Term Disability Plan and Levy for Health and Post Secondary Education.

Estimates of Expenditure (Adjusted)

A re-alignment of the previous year's estimates of expenditure for any organizational change to provide for more accurate and realistic comparisons from one budget year to the next.

Full Time Equivalent ((FTE)

A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, sessional, contract) are measured in proportional equivalents, e.g., a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of 1½ years (or 78 weeks) of employment (e.g., 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full time and 1 half time staff for 1 year; 3 half time staff for 1 year, etc.).

For further information related to staffing, please refer to the Civil Service Commission's intranet website (HR Personnel/Guides/SAP - HR Data Standards).

Staff Categories

Managerial

Positions which have been delegated the authority and have the responsibility to plan, administer, and control the resources and activities of a defined organizational unit in the Manitoba Government, and are directly and fully accountable for:

- the utilization of resources in achieving planned objectives including the development of a budget and the initiation and authorization of expenditures; and,

- the organization's results and impacts.

Professional/Technical

Employees who have duties that relate to specific areas of program operations requiring some functional specialization.

Included in this category are employees classified within the following components and/or series:

Education
Health
Legal, Inspection and Regulatory
Physical Sciences
Social Sciences
Trades, Operations and Services
Personnel Officer Series
Administration (with the exception of the Administrative Officer Series)
Engineers (O.P.E.E.P.M.)
Legal Aid Lawyers (L.A.L.A.)
Crown Attorneys (M.A.C.A.)
Doctors (M.M.A.)
Legislative Assembly Management Committee
Professional Officer Series

NOTE: Those employees designated as managers and also classified within one of the above components or the excluded component shall be categorized only once, as managerial.

Administrative Support

Employees who have duties related to the provision of support and assistance to program operations.

Included in this category are employees classified within the clerical component or the Administrative Officer series.

Staff Turnover Allowance

An adjustment made to a salaries account to allow for attrition and staff turnover. It is a negative adjustment to enable the organization to more accurately display salary requirements.